

"Tour Book"

# BACK OF COVER

## Northern Virginia

North America's top producer of tech talent

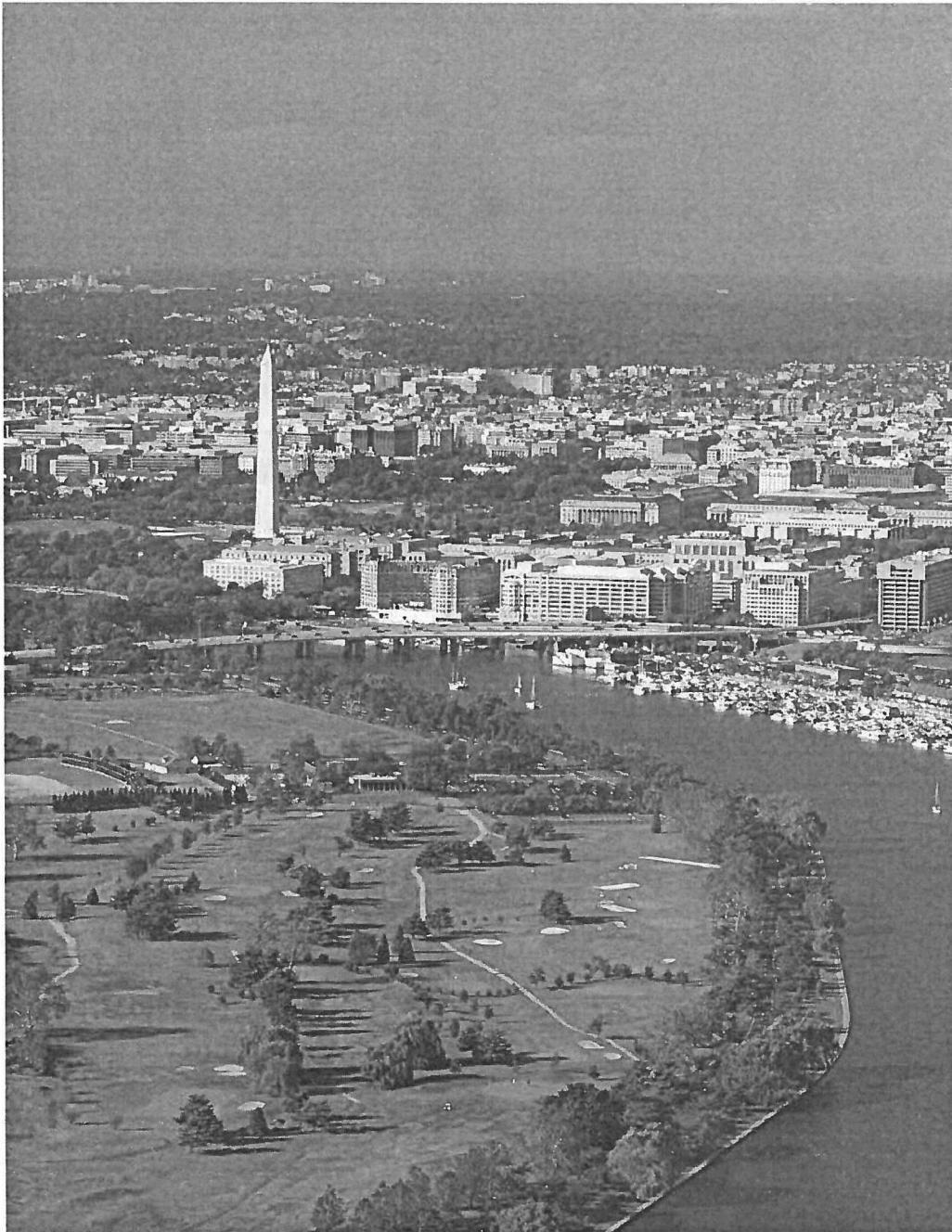
A global and inclusive region...on a human scale

America's only metro leading public  
and private-sector innovation

A stable and competitive partner with  
a legacy of exceptional governance

A portfolio of trophy sites ready to match  
the scope, speed, and scale of HQ2

A new model of economic development  
for the 21st century



# The Case for Northern Virginia

A company of pioneers, Amazon has positioned itself on a growth trajectory for decades to come. Your success as a company has gone hand-in-hand with your commitment to technological innovation, community empowerment, and environmental sustainability. As a region, Northern Virginia (NOVA) understands your story – it mirrors both our history and vision for the future, as our region has blossomed into an economic powerhouse. In NOVA, you will find not just a fertile base for growth, but an engaged and trusted partner.

Over the last two decades, NOVA – comprised principally of Alexandria, Arlington, Fairfax, and Loudoun counties – has undergone a transformation. What once was a region defined by proximity to Washington, D.C., we are now a thriving destination comprised of bustling mixed-used developments; 11 Fortune 500 companies; hundreds of top technology firms; a top-five talent base; a hub of innovators, entrepreneurs, and investors; diverse cultural amenities; and one of the friendliest business climates in the U.S. As a gateway to the world, we lead in global and local connectivity. NOVA is one of only three regions in the country that has two top-30 airports, while also home to a top-five transit system and one of the most innovative road systems in the country.

NOVA offers the best of all worlds, from the cobblestone streets of Alexandria, one of America's oldest cities, to thriving new, mixed-used urban centers, like Reston in Fairfax County; to bustling neighborhoods of millennials in Arlington; to the extremely high quality of life in suburbs, like Leesburg, with access to Loudoun County's sustainable farms and vibrant wine region. Washington, D.C. is just a short Metro trip away, with access to historic neighborhoods like Dupont Circle, Georgetown, and Capitol Hill, as well as rapidly developing areas like Shaw, Bloomingdale, and the Southwest Waterfront. Across the board, there is not a metropolitan area elsewhere that offers such an incredible diversity of living options.

We are steeped in history and growth, balancing deep roots of civic engagement with a region positioned at the cutting edge of innovation and technology. Our communities are multicultural, international, and increasingly led by immigrants, people of color, and women. With a deep bench of talent, a committed set of leading educational partners, an attractive regulatory and tax environment, and a proud tradition of stable political leadership, NOVA and the greater Washington, D.C. area provide the ideal setting for Amazon's HQ2.

## As a partner to Amazon, we bring several distinctive, high-impact assets to the table:

- North America's top producer of tech talent. We are the country's most educated region (\*49% of those 25 and older have at least a bachelor's degree), and we produce more computer science graduates than any other metropolitan area. We also have a ready base of talent as the country's third-largest pool of software developers and fourth-largest pool of management and legal professionals. The combination of depth, concentration, and growth of talent available in the Washington, D.C. metro area, with additional talent production from Virginia's nationally leading higher education system, will ensure we maintain our edge with access to the best and brightest.

- A global and inclusive region... We are a global power center, the capital of global democracy, and one of the country's most racially, ethnically, and internationally diverse regions. Women are twice as likely, and African Americans five times as likely, to work in the technology sector in NOVA than in Silicon Valley. Approximately one in four of our residents was born outside the United States, and the children in our schools speak \*100 native languages. Our communities are ranked among the most LGBTQ-friendly nationwide, and diversity is one of our core strengths.

- ...on a human scale. NOVA offers something for everyone, with access to some of the country's most interesting cultural and historical sites, sports teams in all major leagues, and a dynamic food and wine scene. We are home to a broad range of outdoor activities, from kayaking on the Potomac to hiking in the nearby Shenandoah National Park, all as part of our mild four-season climate. We are also a set of tight-knit communities, offering a diversity of housing options, some of the country's top-ranked public schools, and one of the country's top-rated public transit systems.

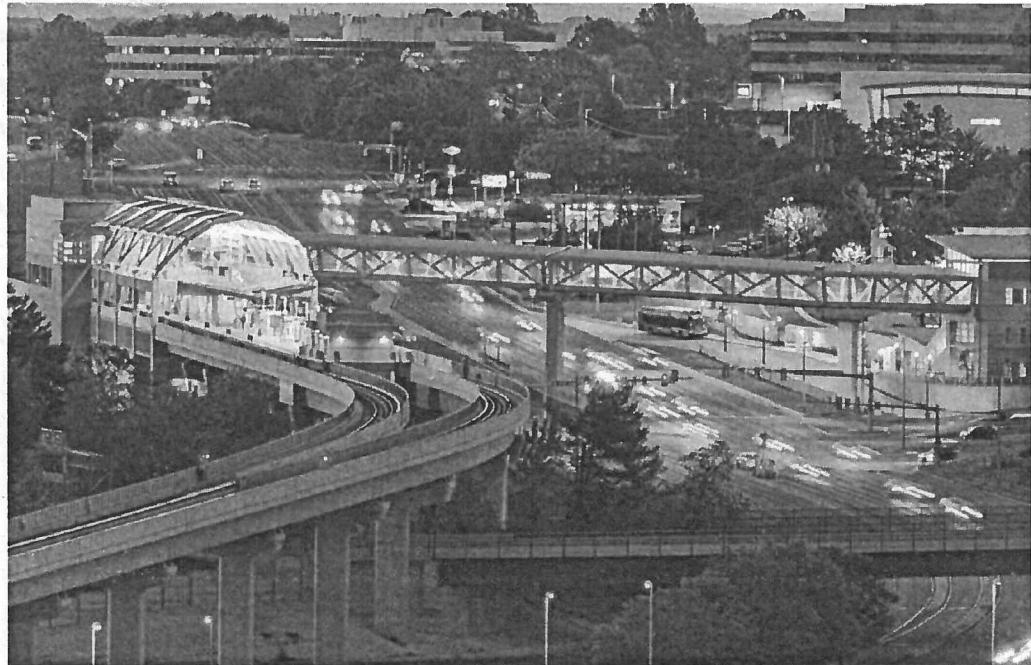
- America's only metro leading public and private-sector innovation. Innovation is our lifeblood. Our legacy of transformative technologies transcends sectors, from the Defense Advanced Research Projects Agency's (DARPA) role in inventing the Internet and voice-recognition systems; to our public/private collaboration to create more than 70 miles of automated corridors for connected and autonomous vehicle testing; to our history as the foundation of the telecom revolution and our current depth of technology companies – our region sits uniquely at the nexus of public and private innovation. As the home to the federal government, we provide access to the largest customer in the world and the regulator overseeing Amazon's businesses of today and tomorrow.

- A stable and competitive partner with a legacy of exceptional governance. Virginia is consistently rated among the best states to do business in leading publications. Of all of the Fortune 500 companies based in the greater D.C. area, two-thirds have chosen to locate in NOVA. According to U.S. News & World Report, Virginia is the No. 2 best state for governance, considering fiscal stability, budget transparency, and state integrity.

- A portfolio of trophy sites ready to match the scope, speed, and scale of HQ2. Our proposed sites are a diverse and complementary set of options—Capital View: A set of skyscrapers perched atop the Potomac River with views of the national monuments; Innovation Station: A 338-acre greenfield site catty-corner to Washington Dulles International Airport; Alexandria: an urban site steps from historic Old Town Alexandria; and National Landing: 15 million square feet of development potential at the crossroads of Arlington and Alexandria's corporate district. Each site provides a compelling vision for your next home: a walk, bike, or Metro ride away from Washington, D.C. and NOVA's vibrant communities.

- A new model of economic development for the 21st century. Our partnership proposal is customized to match the scale of your ambition and designed to support our shared growth over the long term. Beyond financial support, we also propose expanding and attracting talent to deepen our continental leadership; collaborating on frontier research ambitions, including navigating test-and-learn regulatory experimentation; and investing in infrastructure to ensure room to grow.

We are not merely a place rich with talent and a strong quality of life for you and your employees to call home; rather, we offer a collaborative partnership to help you grow as a company. Together, we will think big, create a world-class model for public-private collaboration, and test and implement the technological solutions that will drive your company and our cities and communities forward.



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**AGENDA  
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## Agenda

Tuesday, February 27

5:30pm ..... Project Cooper Team Arrives  
(Alexandria Metro)

5:45 – 6:05pm ..... Project Cooper Team Overview  
6:05 – 6:20pm ..... Northern Virginia Welcome  
6:20 – 6:50pm ..... NOVA Tech Campus Presentation with Virginia Tech  
(Virginia Tech @ Alexandria)

7:10 – 8:45pm ..... Dinner  
(Torpedo Factory, Alexandria)

8:45 – 9:00pm ..... Transport Project Cooper Team to Grand Hyatt

Wednesday, February 28

7:30am ..... Pick up Project Cooper Team at Grand Hyatt

8:00 – 8:30am ..... Breakfast

8:30 – 9:00am ..... Taxes and Incentives Meeting: State  
8:30 – 9:15am ..... Company Meeting #1: Capital One  
9:00 – 9:15am ..... Taxes and Incentives Meeting: Innovation Station  
9:15 – 10:00am ..... Company Meeting #2: Northrop Grumman  
9:30 – 9:45am ..... Taxes and Incentives Meeting: Alexandria, Capital View, National Landing  
9:45 – 10:00am ..... Taxes and Incentives Meeting: State Wrap-Up and Discussion  
(Crystal City)

10:00 – 10:15am ..... Break

10:15 – 10:20am ..... Walk to National Landing  
10:20 – 11:05am ..... Site Tour: National Landing

11:05 – 11:20am ..... Transport to Capital View  
11:20 – 12:05pm ..... Site Tour: Capital View

12:05 – 12:10pm ..... Walk to Lunch

12:10 – 1:25pm ..... STEM Lunch  
(Arlington)

1:25 – 1:40pm ..... Break

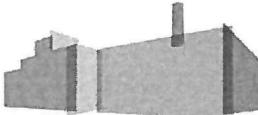
1:40 – 2:05pm ..... Transport to Alexandria Site  
2:05 – 2:50pm ..... Site Visit: Alexandria

2:50 – 3:00pm ..... Break

3:00 – 3:45pm ..... Transport to Innovation Station  
3:45 – 4:30pm ..... Site Visit: Innovation Station  
4:30 – 5:00pm ..... Conclusion and Group Gathering

5:00 – 5:10pm ..... Transport Project Cooper Team to Reston Town Center Metro

## Dinner



### TORPEDO FACTORY ART CENTER



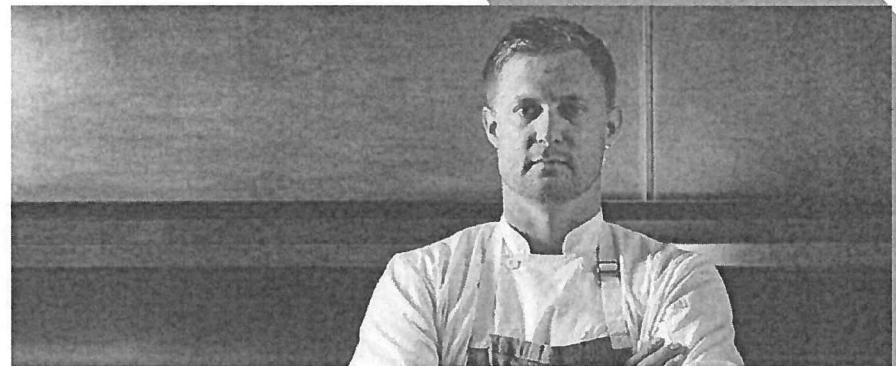
YES, the Torpedo Factory Art Center once was an actual torpedo factory!

It all began the day after Armistice Day, November 12, 1918, marking the official end of World War I. Ironically, on that day, the U.S. Navy began construction on the original building, the U.S. Naval Torpedo Station. Once fully operational, it was responsible for the manufacture and maintenance of torpedoes for the next five years. Work stopped and the facility served as a munitions storage area until World War II when production on the Mark XIV (a submarine borne torpedo) and the Mark III aircraft torpedo resumed at an intense rate.

The Mark XIV green torpedo, currently displayed in the main hall, was produced here in 1945. It was painted bright green so that the Navy could find it in the water when it was tested. The log book in the exhibit case tells its history and lists the submarines on which it traveled.

When peace was declared in June of 1945, the furious activity at the torpedo factory came to a grinding halt. Eventually, the U.S. government used the buildings for storage. Congressional documents, valuable dinosaur bones, art objects from the Smithsonian, and German war films and records were stored in sealed vaults.

Today, the Torpedo Factory Art Center is home to over 165 professional artists who work, exhibit, and sell their art. Drawing over half a million visitors a year, the Torpedo Factory Art Center attracts artists from across the region and around the world. It stands as a stellar example of how the arts can revitalize a community and serves as a prototype for visual arts facilities throughout the world.



## Menu

### First Course

**Rappahannock oyster "chowder"**  
Aerated potato, country ham, oyster leaf  
*Or*  
**Winter vegetable garden**  
Roasted beets, goat cheese, coffee cardamom soil, nasturtium

### For the Table

**Southern Chesapeake rockfish**  
Leeks, hazelnuts, charred onion, chorizo, olde salt clams  
*And*  
**Pastrami beef short rib**  
Braised cabbage, glazed tokyo turnips, everything mashed potatoes  
*And*  
**King trumpet mushroom**  
Maitake mushroom, sesame

### Dessert

**Peanut butter and chocolate**  
Nitro frozen malted chocolate, peanut butter mousse, caramelized white chocolate

## Chef Bryan Voltaggio

Voltaggio is the executive chef and owner of six restaurants, including VOLT, Lunchbox, Family Meal, RANGE, and two locations of AGGIO. As a finalist on Top Chef Season 6 and Top Chef Masters Season 5, Voltaggio is the first chef to compete on both Top Chef and Top Chef Masters.

The James Beard Foundation Award finalist co-authored the cookbook, VOLTink, with his brother, Michael, and released his first solo cookbook, Home, in 2015.

As a father and chef, Voltaggio is a passionate philanthropist and supports Share Our Strength (SOS) in their fight against childhood hunger. He has raised over half a million dollars over the last five years to support innovative school breakfast programs, meals for achievement, and the national No Kid Hungry campaign. He lives with his wife, Jennifer, and their three children Thacher, Piper and Ever Maeve.

# Breakfast



## Commonwealth Joe

Launched in 2012 by college friends inspired by one mom's artisanal roasting skills, Commonwealth Joes mission is to make amazing coffee more approachable. They believe that coffee is an experience, an adventure, a craft. Coffee is a community.



## Sugar Shack Donuts

We believe that communities are strongest when tied together. Sugar Shack Donut opened in 2013 in a small corner building in Richmond, Virginia's Carver community. In January 2015, Rob Krupicka opened his first Sugar Shack in Alexandria and hired five graduates of Together We Bake, a local job training and personal development program for women in need of starting over, to be a part of his initial staff.



## Mason Dixie Biscuit Company

A Mason Dixie meal brings the neighborhood together by providing a wholesome, home-cooked, Southern comfort food option to a community hungry for food that is familiar, affordable, portable, and downright tasty! They understand that it is hard to "earn a buck," and spend it on the right food. That is why it is important to them to provide cost-conscious food without forgoing flavor, farm-fresh ingredients, or culinary creativity.



## South Block

South Block Juicing Co. is Northern Virginia's first and only cold-pressed micro juicer. Their passion for the product, service, and community support pours from their juice taps. Beyond the commitment to the freshest organic ingredients, South Block brings their business, resources, and community together through charitable giving events and local partnerships. The name was born based on the simple belief that when you start making changes with your block, where you live, you can watch the world around you change.

# STEM Lunch

Lunch will be created and served by chefs from HUNGRY, which is committed to improving and enhancing the community by:

- Creating opportunity for great local chefs
- Providing tech & service jobs that help power our economy
- Giving back via our commitment to Fight Against Hunger

For every two meals purchased, a meal is provided via the Arlington Food Bank.



## Chef Marguerite

Black Sesame Salmon with Clementine Glaze  
Cranberry Roasted Chicken Salad  
Quinoa with Almonds and Dried Cranberries

Chef Marguerite started down her culinary path by helping her grandma, 'Fancy Grammy,' pass hors d'oeuvres at the age of three. A former Pre-K teacher, she has followed her dream to becoming an accomplished chef.



## Chef Miguel

Ropa Vieja  
Coconut Encrusted Tilapia with Mango Ginger Sauce  
Fried Plantains with Sour Cream  
Congri—Classic Cuban Rice and Beans

Chef Miguel has 30 years of professional cooking experience. Inspired by his mother in Puerto Rico, he has cooked at the Embassy of Argentina, for the Clintons, and for Justice Sotomayor.



## Chef Rakesh

Chicken Tandoori and Kathi Rolls  
Seasonal Salad

Formerly the Executive Chef of the Taj Mahal Resort in New Delhi, Chef Rakesh makes authentic Indian food. His Kathi Rolls are an Indian specialty rarely seen on American menus.



## Notes

# WELCOME TAB

# BACK OF WELCOME TAB

## Welcome

NOVA offers the best of all worlds, from the cobblestone streets of Alexandria; to thriving new, mixed-use urban centers like Reston; to bustling neighborhoods of millennials in Arlington; to the suburbs and sustainable farms in Loudoun. Washington, D.C. is just a short Metro stop away, but NOVA's diverse communities, people, companies, and cultures stand alone as a premier place to work, live, and play.

# VEDP Economic Development Team



**Stephen Moret**

**President and CEO**

Stephen Moret is President and CEO of the Virginia Economic Development Partnership (VEDP), the economic development authority for the Commonwealth of Virginia.

Prior to VEDP, Moret served as President and CEO of the LSU Foundation, where he crafted a blueprint for the future of development at LSU, preparing the institution to launch the largest capital campaign of any kind in state history.

From 2008 through early 2015, Moret served as Secretary of the Louisiana Department of Economic Development (LED), which he transformed into one of America's top state economic development agencies. At LED, he directed business development efforts and cultivated higher education partnerships that helped secure a diverse array of economic development projects in urban and rural communities. Altogether, Moret and his team helped secure private-sector capital investments in excess of \$62 billion. He also established LED FastStart, which *The Economist* called "probably the most notable statewide workforce-development initiative [in America]."

Moret previously served as President and CEO of the Baton Rouge Area Chamber of Commerce; a management consultant with McKinsey & Company; a public policy fellow with the Public Affairs Research Council of Louisiana (a good-government think tank); a consultant to Harvard Business School; assistant to the chancellor of LSU; and an environmental consultant to industry at Trinity Consultants.

Moret earned a B.S. in mechanical engineering from LSU and an M.B.A. from Harvard Business School. He earned a doctorate (Ed.D.) in higher education management, with Distinction for Dissertation, from the University of Pennsylvania, where his research focused on linkages between higher education and the labor market in the United States.

# VEDP Economic Development Team



**Sean Brazier**

**Vice President, Economic Competitiveness**

Sean Brazier serves as VEDP's Vice President of Economic Competitiveness, responsible for the development and implementation of strategies and initiatives designed to improve Virginia's business environment, supporting productivity and prosperity growth for its citizens.



**Lori Melancon**

**Vice President, Marketing and Communications**

Lori Melancon serves as VEDP's Vice President of Marketing and Communications, responsible for marketing the Commonwealth of Virginia for business, including the VEDP and Virginia brands, website, event and trade show marketing, and external communications.

Prior to joining VEDP in April 2017, Melancon led economic development marketing efforts at Louisiana Economic Development and the Baton Rouge Area Chamber. During her tenure at LED, she modernized the Louisiana brand for business, managed all components of the organization's marketing and communications program, and created innovative tools for regional and local partners. Lori has also worked for two advertising agencies, managing relationships with economic development and private-sector clients.



# Alexandria Economic Development Partnership



**Stephanie Landrum**

President & CEO

Stephanie Landrum is President & CEO of the Alexandria Economic Development Partnership (AEDP), and has held leadership roles in the organization since 2005. AEDP is responsible for leading the City of Alexandria's efforts to grow the tax base, diversify the economy, and attract and retain businesses and organizations. The public-private corporation is focused on defining and marketing Alexandria as an innovative, creative, diverse, knowledge-based community with a high quality of life.

Stephanie serves in various capacities on Boards, Commissions, and Committees related to economic development, marketing, and business throughout the Washington, D.C. region. She also serves on the Executive Committee and Board of the Virginia Economic Developers Association (VEDA), focused on shaping economic development public policy statewide, as well as providing strong and effective education and networking for economic development professionals. She holds a Bachelor of Science degree in City and Regional Planning from the University of Virginia, Charlottesville, VA, and a masters in Business Administration from the University of Virginia's Darden School of Business.



**Ryan Touhill**

Chief of Staff

Ryan Touhill is a resident of Alexandria and recognized community leader with more than 10 years of experience serving the Alexandria community. As Chief of Staff at the Alexandria Economic Development Partnership Ryan is responsible for strategic planning, public policy, and marketing and communications. In this role, Ryan led the development of the Alexandria-Investment Fund for business attraction and retention, the creation of BOOST Alexandria-a program focused on supporting early-stage entrepreneurs, and oversaw the launch of AEDP's latest marketing campaign. More recently he has worked to develop policy tools and creative strategies to support re-development of older commercial districts and new development at transit stations.

Prior to working at AEDP, Ryan held positions with the City of Alexandria government in the budget and human resources departments. Ryan has served as a long-term youth mentor and sits on the Board of Directors for Re-building Together Alexandria. He is a Fellow with the Sorenson Institute's Political Leaders Program. Ryan holds a Bachelor of Arts from George Mason University and a Master of Public Administration from George Washington University. On the weekends, Ryan can be found (hopefully!) traversing Virginia's exceptional hiking trails and can be followed on Instagram @olddominionexplorer.



# Arlington Economic Development Partnership



**Victor Hoskins**

Director of Economic Development

Victor Hoskins was appointed Director of Economic Development for Arlington County in January 2015. He brings more than 25 years of experience in economic development and executive leadership.

Mr. Hoskins came to Arlington from Prince George's County in Maryland, where he was the Deputy Chief Administrator for Economic Development and Public Infrastructure. Previously, Mr. Hoskins served as Deputy Mayor for Planning and Economic Development for Washington, D.C., where his achievements included the creation of 52,600 jobs through public-private partnership projects and the groundbreaking and/or completion of 87 commercial/retail/hotel/residential projects totaling \$7.5 billion in three years, including the Southwest Waterfront project and City Center project.

Mr. Hoskins holds a master's degree in City Planning: Real Estate Finance/ Economic Development from Massachusetts Institute of Technology (MIT) and a Bachelor of Arts, cum laude: Psychology/Urban Studies from Dartmouth College. He also studied Development Finance at Harvard University, Kennedy School of Government.



**Christina Winn**

Director of Business Investment

Christina Winn is the Director of Business Investment for Arlington Economic Development. Since 2014 she's led Arlington's efforts in business retention, national recruitment, entrepreneur support, and catalyzing the innovation economy.

Under her leadership, her team has recruited and retained 121 companies totaling over 5.3 million square feet of office space and 30,000 jobs. Notable projects include the retention of Corporate Executive Board, Applied Predictive Technologies, and Opower, as well as the recruitment of Lidl US HQ and Nestle U.S. HQ to Arlington.

Christina has more than 15 years of experience in economic development and real estate finance and development, and has also been an entrepreneur and had her own publishing company, Z Idea Factory, specializing in providing opportunities for young authors to write and be published in the national markets. Christina received her Bachelor of Science in Economics from Arizona State University and a Master of Science in Real Estate Development from Johns Hopkins University and enjoys being an Arlington resident.

# Fairfax County Economic Development Authority



**Dr. Gerald Gordon**  
President & CEO

Gerald L. Gordon, Ph.D., is the President and CEO of the Economic Development Authority in Fairfax County, Virginia, the second-largest suburban office market in the nation and the largest in Virginia. He has been with FCEDA since late 1983, during which time office space in the County grew from 32 million square feet to more than 116 million, and jobs in the County grew from 243,000 to 600,000.

In 2010, Virginia Business magazine named Dr. Gordon its "Virginia Business Person of the Year." That year he also received the James Rees Award from the Fairfax County Chamber of Commerce. In 2013, 2014, 2015, 2016, and 2017, Virginia Business tapped Dr. Gordon for its "50 Most Influential Virginians" list. He is the author of 12 books on strategic planning and economic development.

In 2015, the International Economic Development Council awarded Dr. Gordon its Jeffrey A. Finkle Organizational Leadership Award that is presented to someone who has "continuously led the same public or non-profit economic development organization with integrity, tenacity, and a philanthropic spirit for at least 15 years." In 2006, he became the first American to address the All-Parliamentary Exports Group in the British House of Commons.



**Catherine W. Riley**  
Vice President, Marketing

Catherine Riley is the Vice President of Marketing for the Fairfax County Economic Development Authority. She has overall responsibility for the strategic planning and project management for the agency's three marketing divisions, which include the National, International, and Business Diversity programs.

She has managed a successful team that has generated more than 80,000 new jobs in Fairfax County over the last 10 years, including the headquarters relocations for Hilton Worldwide, CSC, SAIC, and Volkswagen Group of America. In addition, Ms. Riley managed the successful bid to win the headquarters relocations of Intelsat and Northrop Grumman, and the Global Operations Center of Bechtel.

Prior to her promotion to Vice President in 2002, Ms. Riley served as Director for the International Division at the Fairfax County Economic Development Authority. She started the agency's overseas investment program and established the first FCEDA foreign office in Tokyo, Japan. During her time as Director, Ms. Riley opened five more overseas offices and her team announced more than 12,000 new jobs for Fairfax County over 10 years.

# Loudoun Economic Development



**Buddy Rizer**  
Executive Director

Buddy Rizer is the Executive Director for economic development in Loudoun County, Virginia, one of the fast-growing and wealthiest counties in the nation. He leads the agency responsible for encouraging growth and developing relationships with the County's business community in both the commercial and agricultural-based business sectors in Loudoun. Rizer's personal focus is on the technology arena, including Loudoun's thriving data center cluster. He has been named one of North America's Top 50 Economic Developers for 2017, and was honored as a 2017 Tech Titan by the Washington Business Journal. Before joining Loudoun Economic Development over 11 years ago, he spent his entire adult life as a radio disc jockey. With his first show at just 15 years old, over a three-decade career Buddy played more than half a million records all over the world.

He is a Certified Economic Developer and is a graduate of the Local Government Management Graduate Certificate Program at Virginia Tech.



**Colleen Kardasz**  
Assistant Director

Colleen Kardasz is the Assistant Director for the Loudoun County Department of Economic Development. In this role she is responsible for assisting the Executive Director in planning, directing, managing, and overseeing the activities and operations of the department, which include commercial and rural business recruitment, retention and expansion; and research, real estate, and marketing activities.

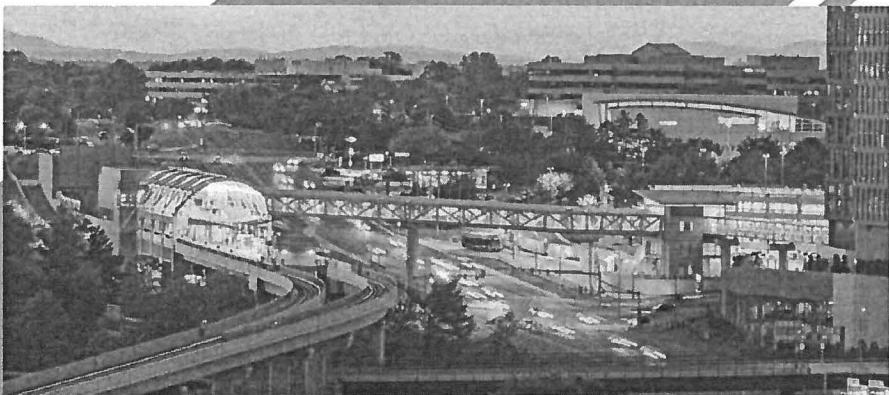
She joined the team after 12 years in Northwest Ohio where her career included marketing, communications, and international business development for a non-profit and local government. An Ohio native, Kardasz graduated magna cum laude with a bachelor's degree in Communication and Spanish from Hiram College. She received her law degree from the University of Toledo and passed the bar in Ohio, where she held an active license until moving to Northern Virginia. Colleen, her husband, and their two young daughters moved to the countryside neighborhood in Sterling in early August, got their oldest enrolled in Loudoun County Public Schools, and quickly adapted and fell in love with Northern Virginia.

## The Community You Choose Makes a Difference

Everywhere you turn, you see a region where people from all walks of life come together to live, learn, work, and play. Residents of NOVA celebrate each other's differences, learning from each other, protecting each other, and supporting each other to ensure that everyone in the community can thrive. There's a reason that NOVA consistently ranks among the top in livability rankings ... it's because NOVA defines the word community.



Note: Data for Toronto not available. AP/IB data not available for Indianapolis and Newark.



## Notes

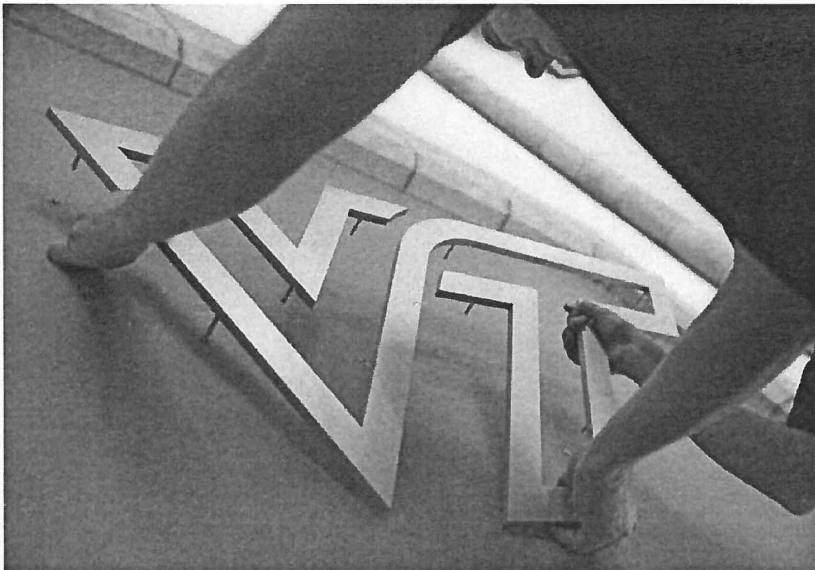
# TECH CAMPUS TAB

# BACK OF TECH CAMPUS TAB

A big idea:

NOVA's Tech Campus

Strong local and regional talent, particularly in software development and related fields, is a must have for Amazon. Northern Virginia recognizes that, although the region has one of the strongest and most diverse digital tech talent pipelines in the North America, it must grow and change to meet Amazon's needs. The Commonwealth is committed to addressing this need by engaging Virginia Tech, one the largest and most highly regarded producers of STEM degrees in the nation, to build a new and different kind of technology-focused campus in close proximity to the Amazon HQ2. As a Tech Campus that isn't constrained by traditional models, it will fuse academics with integrated spaces for partners of all types –companies, universities, start-ups, public labs. It will be the home of world class-faculty and collaborators who are dynamic, responsive, and entrepreneurial – for the students and partners they serve, and the value they create. The open and flexible environment and culture of the Tech Campus will be intentionally designed to keep pace with digital technology innovation, making it an ideal partner for Amazon.



## A Partner for Impact: Virginia Tech

With 250 undergraduate and graduate degree programs serving more than 33,000 students and a research portfolio of more than \$520 million, Virginia Tech is the leading research institution and most comprehensive university in Virginia.

Our motto, Ut Prosim (That I May Serve), is lived by our community and a distinguishing factor that makes Virginia Tech one of the top recruiting schools in the nation.

**#3** Nationally in engineering and computer science degrees awarded (2017; total =1,667)

**#5** Top-rated engineering and computer science graduates, Wall Street Journal Recruiter

**#25** Best engineering (includes computer science) undergraduate program, U.S. News & World Report

**#14** Top Public Schools, U.S. News & World Report

## Virginia Tech Leadership



**Timothy Sands**

President of Virginia Tech

Timothy Sands is the President of Virginia Tech. A scientist, educator, and inventor, he has dedicated much of his career to advancing the impact of research and innovation in public education. He has engaged the university in a visioning process, Beyond Boundaries, to align the educational experience of students a generation into the future with the needs and opportunities created by the rapidly changing world. President Sands has made inclusion and diversity a university imperative and directed significant strategic investment and growth in Northern Virginia.



**Theresa Mayer**

Vice President for Research and Innovation at Virginia Tech

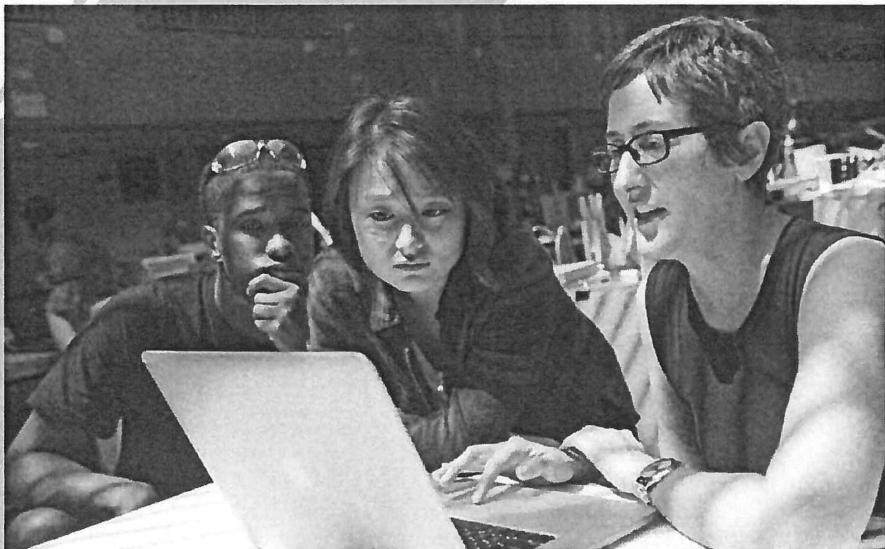
Theresa Mayer is the Vice President for Research and Innovation at Virginia Tech and oversees the \$520 million research enterprise of the university. Since joining Virginia Tech from Penn State University, she has established an integrated discovery-to-market framework to enhance university support for holistic industry partnerships and start-ups. As a Professor of Electrical and Computer Engineering, she remains active in industry-driven research.



**Charlie Phlegar**

Vice President for Advancement at Virginia Tech

Charlie Phlegar is the Vice President for Advancement at Virginia Tech and oversees alumni relations, university relations, and university development. He comes to Virginia Tech from Cornell, where he was the chief fundraiser for the institution's successful six billion dollar campaign. He was a member of the Cornell Tech Steering Committee that secured the winning bid to build a new campus on New York City's Roosevelt Island.



“ We love Virginia Tech students – they have the expertise and capabilities to hit the ground running and the work ethic, team orientation, and grit to succeed. ”

Sonu Singh  
President and Founder, 1901 Group,  
IT services business; formerly President  
and Founder of Spectrum Solutions  
Group, acquired by SRA International

## Our Vision: Five Key Elements

The Tech Campus will be a center of gravity for innovation and attract top digital tech talent from across the world, giving Amazon proximate access to graduates with skills and experiences aligned to its needs. This will be accomplished by creating an environment that promotes and values deep engagement with Amazon and other partners to define opportunities and develop successful pathways to outcomes.

As a leading producer of STEM degrees and cutting-edge research, Virginia Tech will be the anchor institution for the Tech Campus. Its first phase will leverage a \$250 million commitment from Virginia with an equal \$250 million contribution from philanthropy, university support, and other investments.

Five key elements set the Tech Campus apart.

### World-Class Faculty for Research and Instruction

Just as Amazon leverages top tech talent with diverse skills and experiences to drive rapid technology innovation, so must academia. To this end, the Tech Campus will be home to dozens of new tenure-line and research faculty who are leading the world in use-inspired research and technology commercialization in cutting-edge areas such as machine learning, computer vision, and artificial intelligence. It will also be home to best-in-class collegiate instructional faculty and adjunct professors from industry partners who can develop innovative and responsive courses and projects in high-demand areas such as software development engineering and related fields. Here, faculty will be recruited and rewarded for their role in advancing technology innovation and entrepreneurial activities, with an emphasis on Amazon's focus areas.

### A Campus Designed to Engage

The physical campus will be loosely modeled after Cornell Tech on Roosevelt Island – built for collaboration and innovation. The open and flexible building layout and academic programs will be designed to break down traditional academic silos and engage the community of practice. Key features for the first phase of up to 1 million sq. ft., located in close proximity to the Amazon HQ2, include an academic building for traditional and studio-format instruction, an innovation building that co-locates state-of-the-art research labs with space for companies and start-ups, and an affordable living-learning residence for students and visitors. Spaces for K-12 programs and undergraduate internships with collaborating institutions will extend the reach and impact of the campus.

#### **Highly Relevant Curricula and Programs**

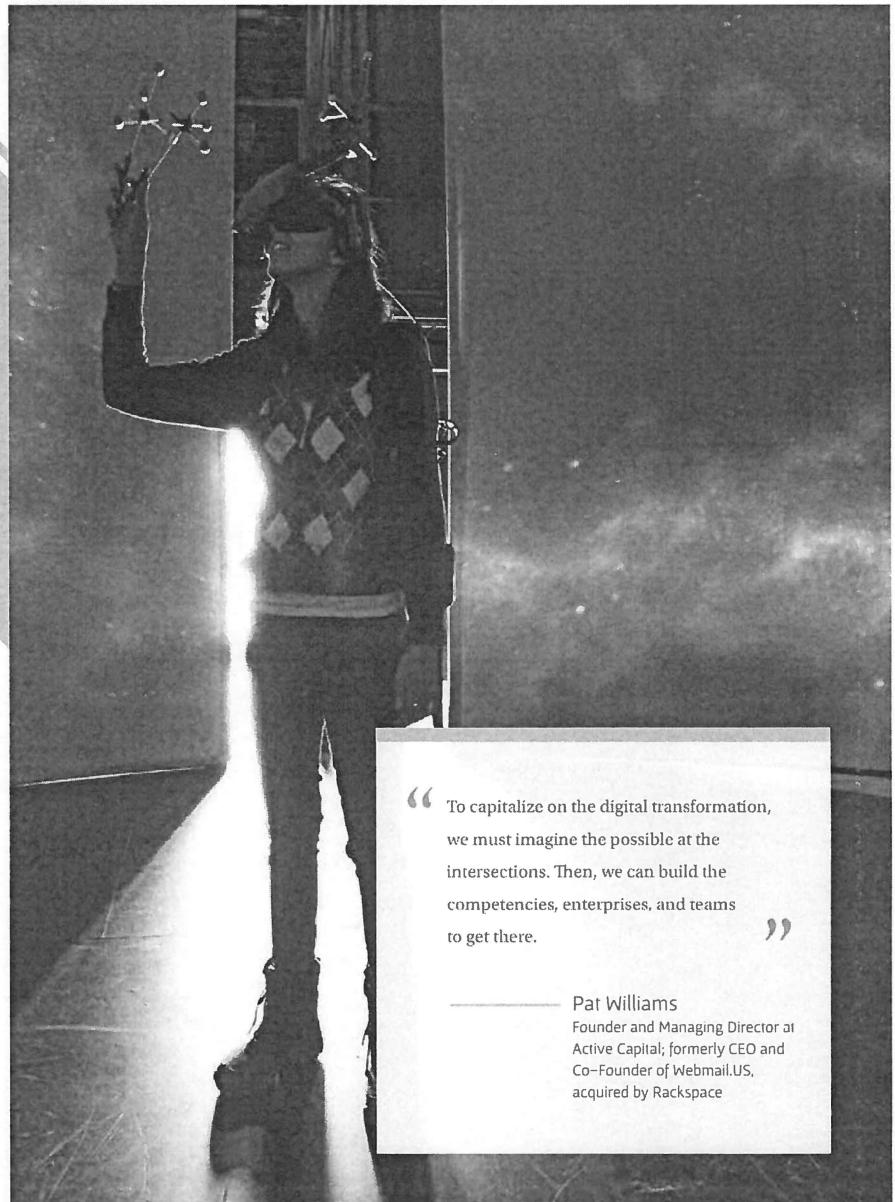
The Tech Campus will deliver highly relevant 1-year master's degrees and undergraduate experiences that keep pace with the rapid innovation cycle of the digital transformation. A modular and adaptable curriculum will be developed to quickly upskill talent, with focus areas and proficiencies informed by Amazon and others. A distinctive feature of the Tech Campus will be the integration of studio-format courses that engage students in cross-cutting teams to tackle timely problems derived from industry input. It will provide Amazon and its partners another natural feeder for talent, with up to 750 master's students who graduate each year with digital tech-relevant skills and experience.

#### **Cutting-Edge Research to Drive Innovation**

The Tech Campus will make strategic investments to advance breakthrough use-inspired research in frontier areas that are informed by Amazon and its partners. Virginia Tech's successful thematic research institutes – that have deep expertise in Amazon focus areas, including machine learning, artificial intelligence, data quality and retrieval, security, robotics, hardware, and autonomy – provide a successful framework for cross-cutting programs with rapid innovation cycles. The Tech Campus programs will also benefit from proximity and deep programmatic ties with the federal science and technology agencies. The outcomes of this research are already transforming commercial products in many sectors, and is driving national policy. A holistic partnership with Amazon will bring new focus areas and opportunities to this already vibrant innovation ecosystem.

#### **Partnerships of All Types**

Strong engagement at all levels with Amazon and its partners will be a key differentiator for the Tech Campus. From guiding the curriculum and participating in instruction to driving cutting-edge research and innovation, Amazon's input is key to this new and different model. Partnerships won't stop there. The campus will provide a home to start-ups from the faculty or the community. It will also leverage proximity to the vast resources at the federal labs and policy makers to further enhance the academic and research programs that will be co-located on campus. Collaborations with regional universities, community colleges, and K-12 schools will build stronger and more diverse talent pipelines and innovation opportunities. The Tech Campus will foster opportunistic collisions among the community, which will seed new ideas that take root and grow.



“ To capitalize on the digital transformation, we must imagine the possible at the intersections. Then, we can build the competencies, enterprises, and teams to get there. ”

— Pat Williams  
Founder and Managing Director at Active Capital; formerly CEO and Co-Founder of Webmail.US, acquired by Rackspace



## Because It Takes A (Tech) Village

A different kind of campus, the Tech Campus will be responsive, modern, and intentional in its design. Not the ivory tower, it will deliver dynamic graduate programs that keep pace with the digital revolution. It will be the place to come for excellence in digital tech talent development, innovation, and partnerships for Amazon and others.

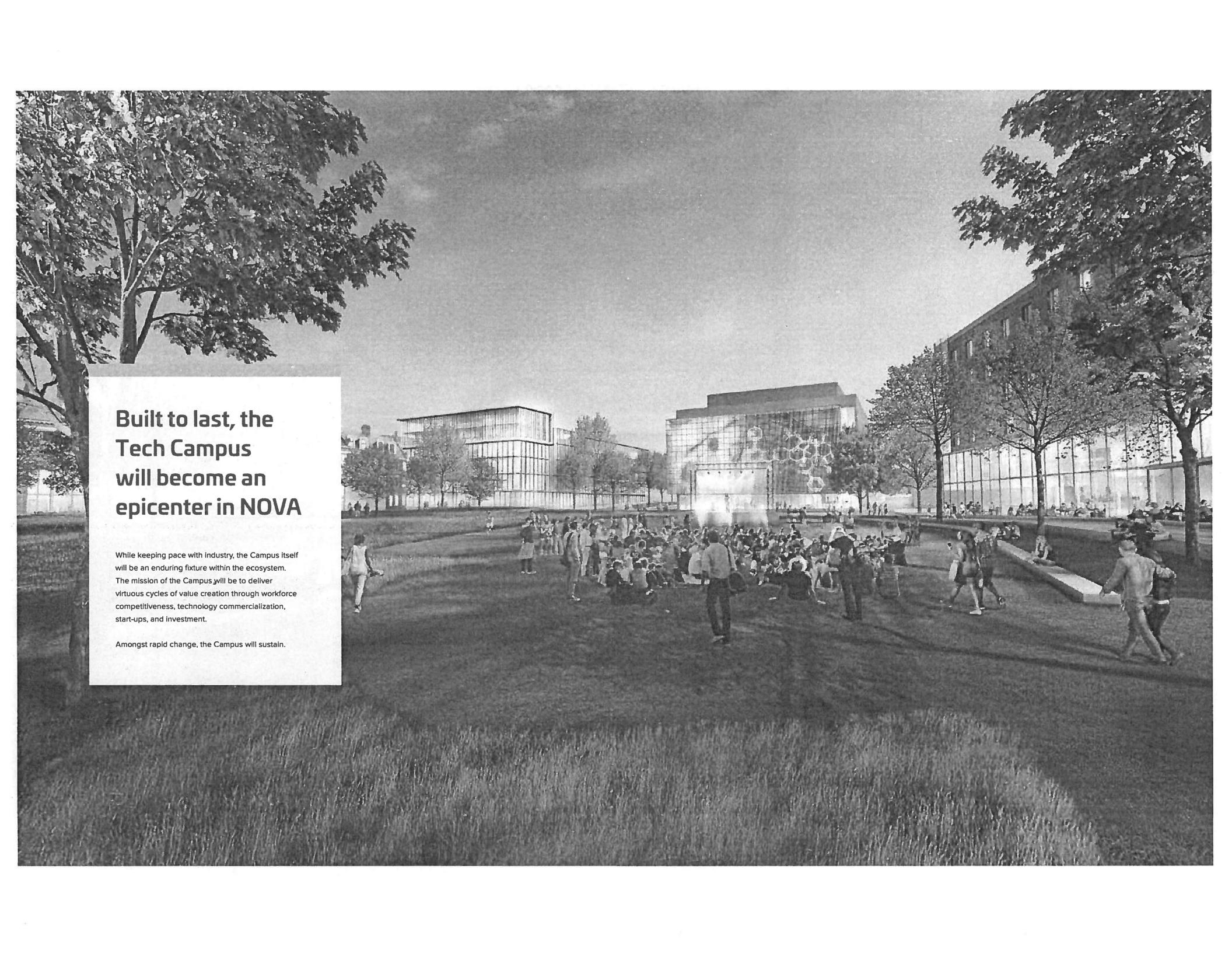
As a leading producer of STEM degrees and cutting-edge research, Virginia Tech will be the anchor institution for the Tech Campus. Its first phase will leverage a \$250 million commitment from Virginia with an equal \$250 million contribution from university support, philanthropy, and other investments.

The Tech Campus will fill a critical talent gap by graduating 750 master's students each year with industry-relevant experience in high-demand digital tech fields. Programs will be delivered by faculty and industry leaders who focus on use-inspired research and commercialization, including in domains such as computer and data sciences, machine learning, artificial intelligence, and collective autonomy. As Amazon's needs change over time, the courses and curricula can be adapted, too.

The design features and spaces reflect the intention, and set the Tech Campus apart from traditional academic grounds. It fuses academics with integrated spaces for partners of all types – companies, start-ups, public labs. Opportunistic collisions among the community will seed ideas that take root and grow. Spaces for K-12 programs and undergraduate internships with collaborating institutions will extend Campus reach and impacts.

From professionals seeking opportunity to companies seeking new forms of innovation, the NOVA digital tech community will call Campus home.

As Amazon knows, community matters.



## Built to last, the Tech Campus will become an epicenter in NOVA

While keeping pace with industry, the Campus itself will be an enduring fixture within the ecosystem. The mission of the Campus will be to deliver virtuous cycles of value creation through workforce competitiveness, technology commercialization, start-ups, and investment.

Amongst rapid change, the Campus will sustain.



## Notes

# DINNER TAB

# BACK OF DINNER TAB

## Dinner

By every measure, NOVA represents the best of “community,” a place where people from all walks of life come together to live, learn, work, and play. NOVA does that and so much more.

We are a place rich with talent and quality of life that you and your employees will love calling home.

## Dinner Attendees



**Andrea Barthello**

Chief Operating Officer and Co-Founder  
ThinkFun<sup>®</sup>, Inc.

Andrea Barthello co-founded ThinkFun Inc. in 1985 with her husband, Bill Ritchie. Under her leadership as COO, the company has grown to become a market leader in STEM puzzles and games in the U.S. and around the world. Ms. Barthello helped create a new category of games under the ThinkFun brand that aimed to challenge the mind, and those games – including beloved titles like Rush Hour, Zingo!, and Gravity Maze – have gone on to win hundreds of awards.

Andrea earned her Bachelor of Science degree from George Mason University and pursued graduate studies in Public Relations at American University. She is the proud mother of two grown sons Sam and Mike. She is also the "American mom" of William Kamkwamba, a remarkable young man from Malawi.

Andrea was inducted into the Toy Industry Hall of Fame in 2017.



**Charles Britt**

Coordinator, STEM Education Coordinator (Fairfax County)  
Northern Virginia Community College

I get fulfillment from developing programs and building partnerships which increase the capacity of schools and organizations to engage underrepresented populations in STEM and prepare them for college and workplace success.

That's why for over 14 years I've worked and volunteered in various capacities utilizing my broad range of expertise to develop, fund, and implement both small and large scale programs focused on expanding educational and career awareness opportunities in STEM fields, particularly technology and engineering.

Prior to transitioning into education and workforce development, I spent 12 years providing both technical and senior executive management support to several high-profile IT programs within the U.S. Intelligence Community. I could tell you more but . . . you know the answer!



**Ángel Cabrera**

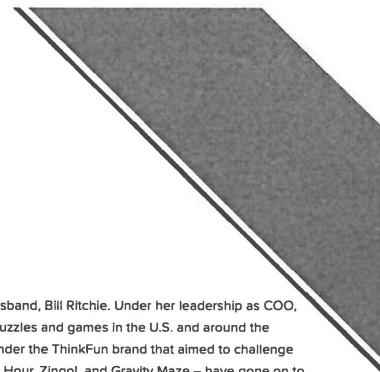
President  
George Mason University

Ángel Cabrera is the President of George Mason University, the largest public university in Virginia.

Born in Madrid, Cabrera is the first native of Spain to lead an American university. Prior to becoming President at George Mason in 2012, he served as President of the Thunderbird School of Global Management in Arizona and as Dean of IE Business School in Madrid.

Cabrera has been recognized by the World Economic Forum as a Young Global Leader, by the Aspen Institute as a Henry Crown Fellow, by Business Week as a "Star of Europe," and by the Financial Times as one of the world's best business school deans.

Cabrera earned his PhD and MS from the Georgia Institute of Technology, which he attended as a Fulbright Scholar. He earned his BS and MS in Computer and Electrical Engineering from the Polytechnic University of Madrid.



## Dinner Attendees



**Dr. Charles Clancy**

Director, Hume Center for National Security and Technology  
Virginia Tech

Dr. Charles Clancy directs Virginia Tech's Hume Center for National Security and Technology and is a professor of electrical and computer engineering. With over 70 faculty and staff, the Hume Center engages 350 students annually in research and experiential learning focused in national security and technology. Dr. Clancy is an internationally-recognized expert in wireless cybersecurity.

Prior to joining Virginia Tech in 2010, he served as a researcher at the Laboratory for Telecommunications Sciences, a federal research lab at the University of Maryland. Dr. Clancy received his BS in Computer Engineering from the Rose-Hulman Institute of Technology, MS in Electrical Engineering from the University of Illinois, and PhD in Computer Science from the University of Maryland. He is a Senior Member of the IEEE and has over 200 peer-reviewed technical publications and patents, is co-author to four books, and co-founder to four venture-backed startup companies.



**Tyler Duvall**

Principal  
McKinsey & Company

Tyler leads McKinsey's work with public sector infrastructure agencies and investors in infrastructure assets. Tyler has also worked extensively developing strategies for non-profits and with economic development entities.

Prior to his time with McKinsey, Tyler was both the Under Secretary (Acting) and Assistant Secretary for Transportation Policy at the U.S. Department of Transportation following his nomination by the President and confirmation by the U.S. Senate in 2006.

Prior to joining the US Department of Transportation, Tyler worked for Hogan & Hartson LLP (now Hogan Lovells) as a business and finance lawyer focused on mergers and acquisitions. He has a Juris Doctor from University of Virginia Law School and graduated with a BA in Economics from Washington & Lee University.



**Dr. Ximena Hartsock**

Co-founder  
Phone2Action

Chilean born, Ximena came to D.C. to earn her doctorate from George Washington University after which she held leadership positions with D.C. Public Schools and in Mayor Fenty's administration. In 2010 she joined a national advocacy group working to advance education policy at the state level.

In 2013, Ximena created Phone2Action after being frustrated that parents, especially in low-income families, often did not know who their lawmakers were or how to contact them. Three years later, Phone2Action is now generating millions in annual revenue and has created dozens of well-paying jobs.

## Dinner Attendees



**Esther Lee**

**Secretary of Commerce and Trade  
Commonwealth of Virginia**

Esther Lee serves as the Secretary of Commerce and Trade for the Commonwealth of Virginia, where she oversees the economic, community, and workforce development of the Commonwealth through 14 agencies. Prior to joining the Northam Administration, Secretary Lee was a strategic business leader with senior management experience in Fortune 500 companies, such as AOL, Time Warner, and Siemens. In 2009, President Barack Obama appointed Secretary Lee as Senior Policy Adviser to the U.S. Secretary of Commerce. She served as the Founding Director of the Office of Innovation and Entrepreneurship, led the National Advisory Council on Innovation and Entrepreneurship, and launched the White House "Startup America" initiative. Esther has served as Vice Chairman of the Fairfax County Economic Development Authority, term member of the Council on Foreign Relations, Aspen Ideas Festival Scholar, and Co-Founder of the Council of Korean Americans. She received an A.B. in Economics from Harvard and an MBA from MIT's Sloan School of Management.



**Michael Perham, PhD**

**Director of Innovation and External Relations  
HHMI Janelia**

Mike Perham has been the Head of Innovation Management at Janelia since the beginning of 2016. He handles technology management and dissemination and IP protection for Janelia in service of the Open Science initiative. Prior to Janelia, he was Director of IP and Licensing at Health Diagnostic Laboratory, an innovative testing laboratory for cardiometabolic testing, and Director of IP and Commercial Contracts at ZyGEM/Microlab Diagnostics, a developer of reagents and rapid DNA analysis instrumentation. He previously handled academic technology transfer as a Licensing Associate at the University of Texas Medical Branch, the Rice University Office of Technology Transfer, and the University of Virginia, where he started and managed the UVAPF Advisory Council. Perham received his PhD in Biophysical Chemistry from Rice University. Prior to graduate school, he was a Chemist at PPG Industries and received a BS in Chemistry and BA in Math from the University of Texas at Austin. His interests in technology and entrepreneurship have driven work for multiple startups and incubators in Virginia and Texas.



**David Quattrone**

**Chief Technology Officer  
Cvent**

David Quattrone has been with Cvent since the company's founding, bringing a wealth of expertise in designing and developing large-scale Internet applications. David designed and supervised the development of Cvent's original beta product as well as all of Cvent's subsequent product releases, upgrades, and redesigns. Prior to co-founding Cvent, David worked at First Consulting Group, a leading provider of information-based consulting, integration, and management services. He was also a Consultant with E.J. Bell Systems, a software integration and application development firm, where he helped found the company's internet/intranet development practice. David graduated from the University of Pennsylvania's Management and Technology program, earning a BS in Electrical Engineering from the School of Engineering and Applied Science and a BS in Economics from the Wharton School of Business, with concentrations in Strategic Management and Finance. David received his MBA from the University of Maryland's Robert H. Smith School of Business.

## Dinner Attendees



**Todd Stottlemeyer**

**CEO  
Inova Center for Personalized Health**

Todd Stottlemeyer joined Inova in July 2015 as CEO of the Inova Center for Personalized Health (ICPH). Stottlemeyer is responsible for developing and growing all activities on the 117-acre ICPH campus, which includes the Inova Schar Cancer Institute and the Inova Translational Medicine Institute (ITMI). Stottlemeyer previously served at Inova from 2009-10 as Executive Vice President. Prior to returning to Inova, Stottlemeyer was CEO of Acentia, LCC, a private equity backed provider of software, information technology and management solutions. Stottlemeyer also served as CEO of the National Federation of Independent Business, the nation's largest business association, and as President of McGuireWoods Consulting. Stottlemeyer received his Bachelor of Arts degree (Phi Beta Kappa) from The College of William & Mary. He received a JD (cum laude) from Georgetown University Law Center and is a member of the Virginia State Bar.



**Charlene A. Wheless**

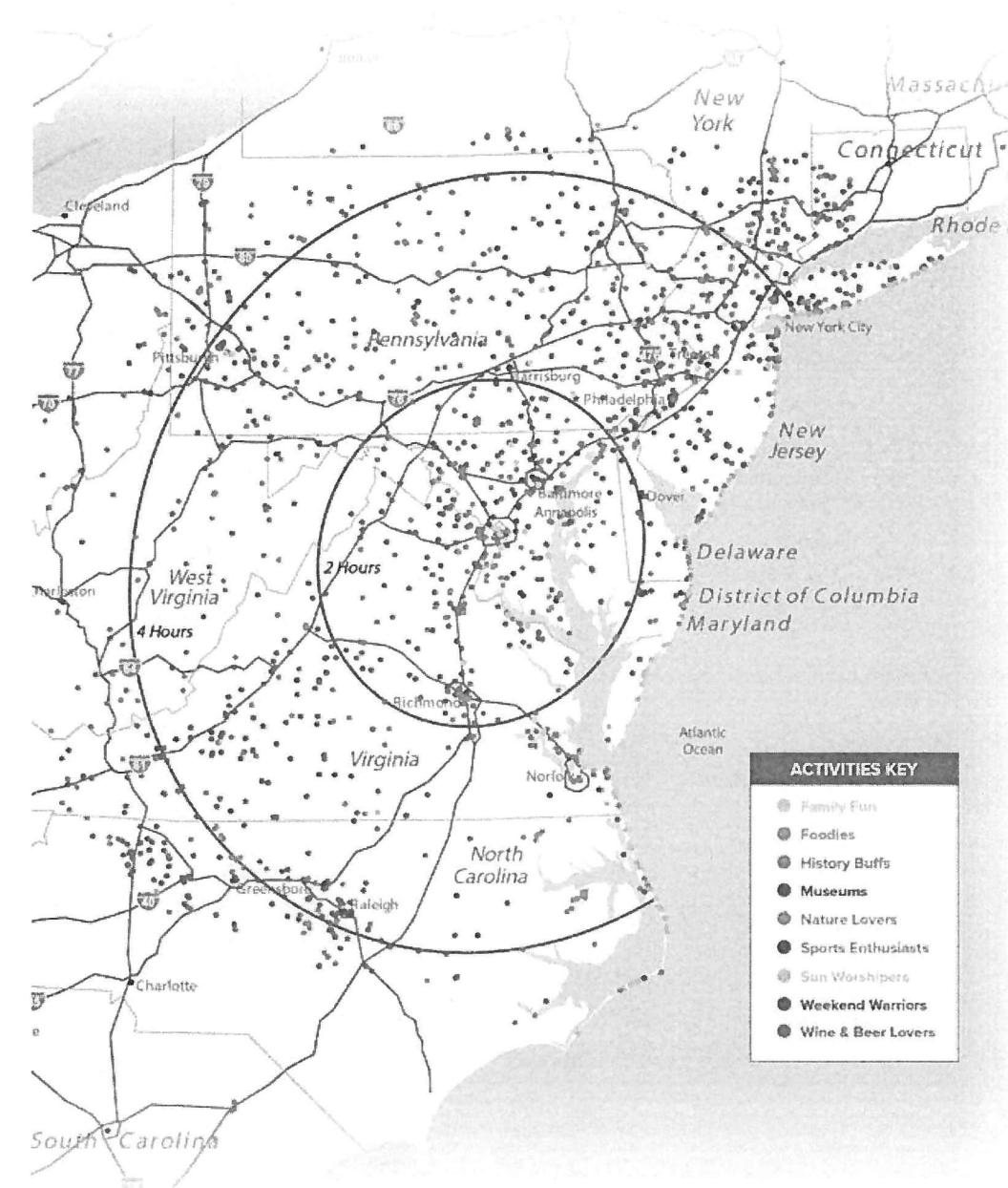
**Principal Vice President of Global Corporate Affairs  
Bechtel Corporation**

Charlene is responsible for global communications, issues and reputation management, sustainability, stewardship, and public affairs.

Before joining Bechtel in 2009, Charlene was Vice President of communications for the Intelligence and Information Systems (IIS) business unit of Raytheon Company as well as the site executive of its Falls Church, VA facility.

Active in the community, Charlene is chair-elect for the Greater Reston Chamber of Commerce, a board member for NACME (National Action Council for Minorities in Engineering), and on the committee of The Seminar, the premier organization of the highest-ranking global communications and public affairs executives.

Charlene graduated from New Mexico State University with a Bachelor of Arts degree in Journalism and Public Relations. She earned a Master's Degree in Public Communications at American University in Washington, D.C., and a Master's degree in Business Administration at Keller Graduate School of Management.



## Weekends

In NOVA, you are never far from the action, with access to the country's most interesting cultural and historical sites, sports teams in all major leagues, a dynamic food and wine scene, and an active nightlife and café culture. We are home to a broad range of outdoor activities, from kayaking on the Potomac to hiking in the nearby Shenandoah National Park, all as part of our mild four-season climate. Though you probably won't want to leave, getting away for a quick trip to New York or the beaches along the Mid-Atlantic could not be easier.

**Food, wine, and beer enthusiasts can find their fill...**  
You don't have to travel very far. Loudoun is home to a renowned wine trail with close to 50 wineries, more than any other county in Virginia. Additionally, Loudoun's craft beer industry has exploded in the last three years, with more than 23 brewerles located along the LoCo Ale Trail. Loudoun has a "bud to brew" capacity, where all the ingredients can be grown and processed in the county. (*In NOVA*)

**The Sakura Matsuri Japanese Street Festival** is a major event of the National Cherry Blossom Festival in Washington, D.C. It is the biggest Japanese street party in the nation and includes a huge Japanese Culinary Arts Pavilion. (*Across the river from NOVA*)

**History buffs have endless opportunities to explore.**  
The Smithsonian is our suburb (Washington, D.C.). (*Across the river from NOVA*)

**A visit to Harpers Ferry, West Virginia,** a quaint, historic community, at the confluence of the Potomac and Shenandoah rivers, is like stepping into the past. Stroll the picturesque streets, visit exhibits and museums, or hike trails and battlefields. (*1 hour from NOVA*)

**The Mid-Atlantic is a nature lover's playground.**  
The National Arboretum occupies 415 acres on the west bank of the Anacostia River with more than 7,000 kinds of plants. (*Across the river from NOVA*)

**At Cranesville Subarctic Swamp** in Oakland, Maryland, discover a small piece of forest and bog that remained after the Ice Age and is home to unique species of plants and animals. (*3 hours from NOVA*)

**Art lovers will find a feast for the eyes and the soul...**  
The Smithsonian Folklife Festival in Washington, D.C., held every summer on the National Mall, celebrates several U.S. and foreign cultures each year with music, crafts, food, and demonstrations of practical skills. (*Across the river from NOVA*)

**Henry Frick once resided in the 18th-century French-style mansion known as the Frick Museum** in New York City; now it is the home of his impressive art collection, which includes Titian, Vermeer, Rembrandt, El Greco, Goya, Whistler, and more. (*4 hours from NOVA*)



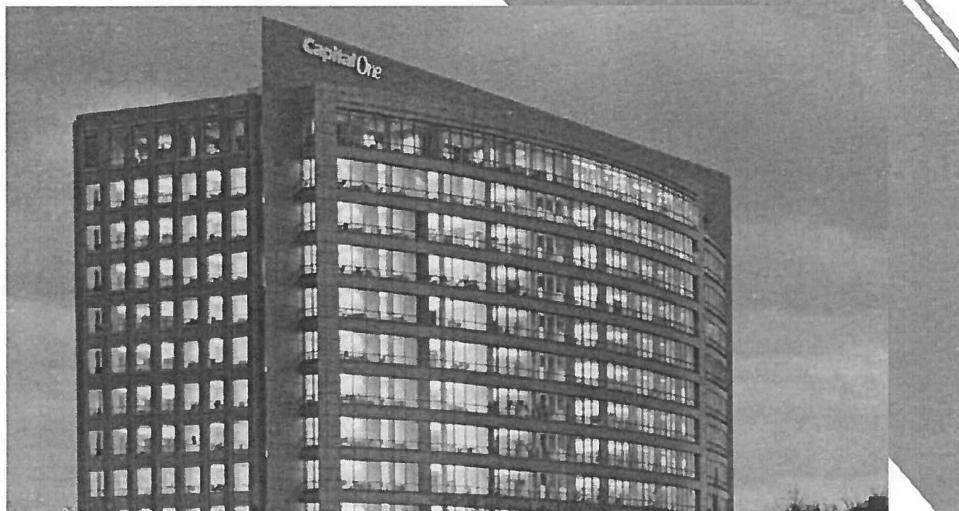


# TALENT TAB

# **BACK OF TALENT TAB**

## **Talent Lives Here**

With 23 Fortune 1000 companies headquartered in NOVA, our region boasts a strong business climate in which top talent thrives. NOVA offers access to an unparalleled talent base with the depth, breadth, and concentration of talent necessary to position HQ2 for remarkable success.



## Capital One

Capital One, headquartered in McLean, Virginia, offers a broad spectrum of financial products and services to consumers, small businesses, and commercial clients.



**Frank LaPrade, III**  
Chief Enterprise Services Officer, Chief of Staff

Mr. LaPrade joined Capital One in January 1996. Since that time he has served in various positions, including as Capital One's Deputy General Counsel responsible for managing the company's litigation, employment, intellectual property and transactional practice areas. In 2004, Mr. LaPrade became Chief of Staff to the Chief Executive Officer. In 2010, Mr. LaPrade added responsibilities as Chief Enterprise Services Officer. In that capacity, Mr. LaPrade manages Information Technology, Brand Marketing, Corporate Real Estate, Digital Banking, and Procurement for the Company.



**Wes Bush**

Chairman and Chief Executive Officer

He has served as chief Executive Officer since January 2010, and as Chairman since July 2011. Prior to 2010, Bush served as the President and Chief Operating Officer of the company. Before that, he served as the Corporate Vice President and Chief Financial Officer, and, earlier, as the President of the company's Space Technology sector. Prior to the acquisition of TRW by Northrop Grumman, he had served since 2001 as President and Chief Executive Officer for TRW's UK-based global Aeronautical Systems. Bush joined TRW in 1987 as a Systems Engineer, and served in engineering, program management and business development roles in TRW's Space & Electronics business. Prior to joining TRW, he held engineering positions with both the Aerospace Corporation and Comsat Labs.

Bush earned a Bachelor's degree and a Master's degree in Electrical Engineering from the Massachusetts Institute of Technology. He also completed the University of California, Los Angeles' Executive Management Program. Bush serves on the Board of Directors of Norfolk Southern Corporation, as well as the boards of several nonprofit organizations, including the Aerospace Industries Association, the Business-Higher Education Forum, Conservation International, the U.S. Naval Academy Foundation, the Inova Health System, and the USO Board of Governors.



**Denise Peppard**

Corporate Vice President and Chief Human Resources Officer

In this role, she is responsible for all aspects of Northrop Grumman's human resources strategy and programs. Her responsibilities include strategy, organization effectiveness, change leadership, performance management, talent development and acquisition, succession planning, executive development, training, labor and employee relations, and compensation and benefits including the company's international operations. She is also a member of the company's corporate policy council.

Peppard has more than 20 years of business experience in the computer, pharmaceutical, biotech, and financial services industries. She joins Northrop Grumman from CSC, where she was Vice President and Chief Human Resources Officer. Prior to joining CSC, she was Senior Vice President, Human Resources at Wyeth, with responsibility for global HR strategy. Prior to Wyeth, Peppard served as Vice President, Management and Organization Development at Liberty Financial Companies, Inc. and Vice President, HR at CytoTherapeutics.

She earned a Bachelor's degree in Business Administration in Accounting and a Master's degree in Business Administration, with concentrations in finance and organization behavior from the University of Michigan.

## Virginia's headliners in Forbes' 2018 America's Best Employers for Diversity



- Extensive four-prong Diversity Talent Acquisition and External Partnership strategy: acquire talent (both campus and veteran outreach efforts), showcase employment brand, demonstrate commitment to community, and professional development
- Broad array of employee resource groups (over 3,000 employees participating) and engagement efforts focused on three critical areas: workforce, workplace, and marketplace



- C-suite prioritization through Chief Diversity and Inclusion Officer
- Host of associate networks groups (e.g., African American Network, CapAbilities Network, LGBT Network, and Military Network, among others)
- Range of connection groups (e.g., Adoption Connection, Autism Spectrum Connection, Virtual Team Connection, Parent Connection)
- Supplier diversity efforts

### GENERAL DYNAMICS

- Diverse set of partnerships to promote industry opportunities for a diverse workforce including National Society of Black Engineers (NSBE), Society of Women Engineers (SWE)
- Specific group initiatives – DisAbility to enhance ability to attract and retain talented individuals with disabilities; Veteran Connection Focus Group to support employees who have served our country



- Inclusion and diversity initiatives fall under MOSAIC program that celebrates and embraces its employees' diverse perspectives and life experiences
- Employee business resource groups span interests and affiliations (e.g., Military/Veterans BRG, Millennial BRG, Women's BRG, Equality Alliance for LGBT community)

### NORTHROP GRUMMAN

- Operation IMPACT program hires and mentors nation's wounded warriors
- GlobeSmart effort includes coaching, self-assessments, and workshops that raise cultural awareness and builds cross-cultural competencies for all employees
- Range of Employee Resource Groups (12 ERGs with 220+ chapters), heritage events, and supplier diversity efforts



- Supplier Diversity and Ownership Diversity efforts to promote diversity in supplier ranks and development of property ownership opportunities among women and minority entrepreneurs
- Industry-leading Team Member benefits (e.g., parental leave, adoption assistance, GED assistance) supporting personal and professional growth
- Quarterly reporting of Team Member metrics to highlight inclusion and diversity opportunities



- Extends eligibility for membership to same-sex partners
- Has a written anti-discrimination policy that includes sexual orientation
- Parents (birth and non-birth) in same-sex relationship can take full parental leave
- Medical benefits include gender identification and gender confirmation surgery
- All job postings list sexual orientation in the company's EEO policy

**Several NOVA-based companies earned a top score of 100% and the distinction of “Best Places to Work for LGBTQ Equality” in the Human Rights Campaign Foundation’s 2018 Corporate Equality Index**



- Hosts OutLink, which promotes equality through education for LGBTQ employees and their allies
- Support starts at the top with Sir Roger Carr, Chairman BAE Systems, who will be a featured speaker at the 2018 Pride and Prejudice Conference, a global event to educate and catalyze debate on the costs of LGBT discrimination

**Booz | Allen | Hamilton**

- Founded the GLOBE Forum to provide critical conversation space and resources for their LGBTQ employees and allies
- Has an LGBTQ program that reaches out to LGBTQ millennials through intersectional STEM recruitment
- Includes healthcare benefits for transgender employees that include coverage for gender reassignment surgery and hormone therapy
- Efforts such as these have earned the company a perfect score from CEI for eight years in a row



- Active financial supporter of LGBTQ initiatives including the Capital Pride Alliance Parade and Festival and led \$10.3M financing of San Francisco's LGBT Center renovations
- Provided space and support for the launch of "Virginia Competes" engaging corporate America to advocate for the LGBTQ-inclusive laws and policies
- Supports employees and their families through the Out Front LGBTQ Business Resource Group



- Supports employees and families through the Pride Employees Resource Group
- Encourages entire community to stand for inclusivity including providing org-wide "Safe Space" cards that state "LGBTQ I'm an Ally" to foster a sense of safety and community
- Supports and attends networking events such as the NAGLREP (National Gay and Lesbian Real Estate Professionals) LGBT Housing Policy Summit in Washington, D.C.

**GANNETT**

- Pride Forward is an employee resource group driven by and for employees for the LGBTQ/A workforce across the Gannett family of companies
- Supports the LGBTQ community by offering space and support for conferences and events such as the Northern VA SHRM conference, "LGBT Diversity and Sensitivity in the Workplace"
- Publications are recognized for their coverage and support of LGBT issues which are designed to spark debate and education

Fortune 1000 Companies  
Headquartered in  
Northern Virginia



TEGNA



Booz | Allen | Hamilton

*NORTHROP GRUMMAN*



GANNETT



MAXIMUS



HILTON  
WORLDWIDE

Freddie  
Mac

GH GRAHAM  
HOLDINGS



Beacon Roofing Supply

ENGILITY

SAIC

Delta Tucker Holdings

GENERAL DYNAMICS

TAXES  
TAB

# BACK OF TAXES TAB

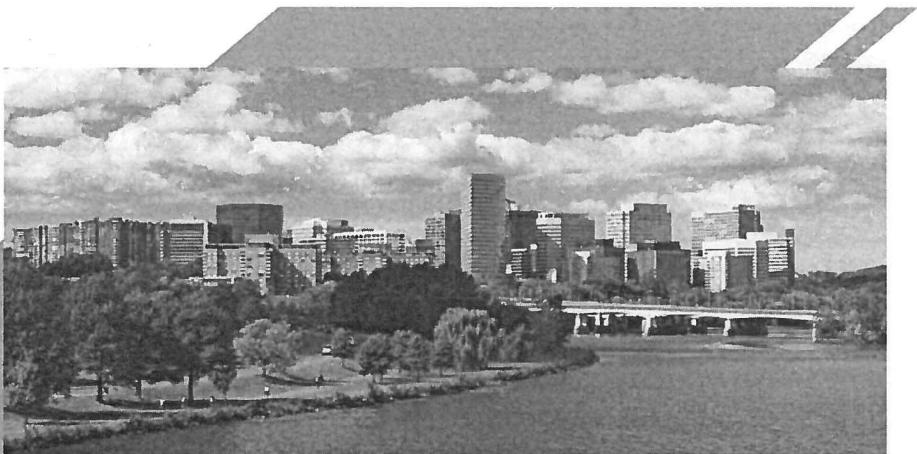
## Taxes and Incentives

Our partnership proposal is customized to match the scale of your ambition and designed to support our shared growth over the long term. Beyond financial support, we also propose dramatically expanding our continent-leading tech talent pipeline through Virginia's universities; collaborating on frontier research ambitions; and investing in infrastructure to ensure room to grow.

# Partnership Proposal

## A new model of economic development for the 21st century

Amazon has bold ambitions to think big and differently. Virginia is proposing a new model of economic development—a transformational public-private partnership to match Amazon's vision and ambition. Virginia's proposal is designed to fulfill Amazon's needs of today and tomorrow: jump-start growth in Amazon's new home; attract, retain, and produce (even) more talent; invest in infrastructure for the future; and accelerate Amazon's frontier agenda.



Notes

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# TECH TAB

# BACK OF TECH TAB

## STEM Lunch

NOVA's school systems are among the best in the country, offering every student - no matter their economic, home language, or ability - the support, resources, and opportunities to explore, learn, and to even specialize in areas such as computer science, robotics, or rocketry.

We are committed to build upon our current human capital assets with targeted initiatives to expand the tech talent pipeline for Amazon and for the growing tech ecosystem in NOVA and Greater Washington, D.C.

## Lunch Attendees



**Dr. Lois F. Berlin**

Interim Superintendent  
Alexandria City Public Schools

A 40-year veteran educator, Dr. Berlin has extensive experience in fiscal management, strategic planning, policy development, program development, curriculum and instruction, professional development, special education and facilities planning and construction.

She comes to ACPS after a six-year retirement from the position of Superintendent of Falls Church City Public Schools (FCCPS) where she served for seven years. Prior to joining FCCPS, Dr. Berlin spent 24 years in Alexandria City Public Schools as a teacher, assistant principal (Cora Kelly), principal (Jefferson-Houston and George Mason) and associate superintendent for Curriculum and Instruction.

In addition to working in public schools as a teacher and administrator, Dr. Berlin has held adjunct faculty positions at The George Washington University and Virginia Tech.

Dr. Berlin holds a bachelor's degree in sociology from Virginia Tech, a master's degree in early childhood/special education from The George Washington University, and a doctorate degree in education with a concentration in educational administration and leadership from Virginia Tech.



**Dr. Ann Bonitatibus**

Principal at Thomas Jefferson High School for Science and Technology

Ann Bonitatibus became the new Principal at Thomas Jefferson High School for Science and Technology in July. She received her Bachelor's in Communication Education from the Indiana University of Pennsylvania and her master's in Administration and Communication from McDaniel College. She also has a Doctorate of Education in Organizational Leadership from the University of Pennsylvania. Her previous position was as the Superintendent of the Conejo Valley Unified School District in California. While there, she yearned to return to a position where she could interact more directly with students.

Bonitatibus wants to assist TJHSST's students and faculty in any way she can. She has even announced her eagerness to teach in the classroom if it would help teachers at the school become more effective. She is also looking into ways to make the workload more manageable, and its content more beneficial. "I'm very concerned about the daily level of stress that our students and staff experience. We're going to be talking about how [we can] restore some personal balance."

## Lunch Attendees



**Dr. Liza Wilson Durant**

Associate Dean Strategic Initiatives and Community Engagement  
George Mason University

Prior to her current appointment as Associate Dean for Strategic Initiatives and Community Engagement in the Volgenau School of Engineering, she served as Department Chair and Associate Chair of the Sid and Reva Dewberry Department of Civil, Environmental and Infrastructure Engineering (CEIE). During her appointment in CEIE, she conducted classes in environmental engineering, hydrologic engineering, and information technology for engineers. She received her PhD in Environmental Engineering from the Johns Hopkins University, where her research focused on bioremediation of petroleum hydrocarbons in aquifer materials under mixed electron acceptor conditions. Since 1996, she has served on the faculty for the Engineering for Professionals Program at Johns Hopkins University conducting graduate courses in environmental microbiology, biological water treatment processes, bioremediation, and environmental biotechnology.

Dr. Durant has extensive consulting experience on projects related to the feasibility and economics of hazardous waste management and remediation, contaminant fate and transport in the environment, risk assessment and reduction, and environmental dispute resolution. She was also twice awarded an American Association for the Advancement of Sciences Environmental Science and Engineering Fellowship. During her tenure as an AAAS fellow, she served as a Science Advisor to the US EPA in the National Center for Environmental Assessment and in the Immediate Office of the Assistant Administrator of the Office of Research and Development.



**Dr. Michelle Marks**

Vice President for Academic Innovation & New Ventures  
George Mason University

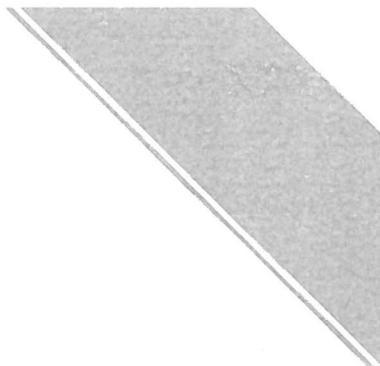
Dr. Michelle Marks is the Vice President for Academic Innovation & New Ventures at George Mason University. In this capacity she is responsible for identifying, launching, and sustaining educational initiatives that fulfill George Mason's strategic plan and generate financial resources to support students, faculty, and the educational mission. Charged with creating accessible student pathways and bringing learning science innovations to campus, Dr. Marks is leading strategic partnerships designed to deliver online programming at scale, create pathway programming for international students, and support adult degree completion at Mason. She is also forging critical relationships with businesses, government, and education institutions to support the university's mission.

## Lunch Attendees



**Dr. Theresa Mayer**  
Vice President for Research and Innovation  
Virginia Tech

Dr. Mayer oversees the \$520 million research enterprise of the university. Since joining Virginia Tech from Penn State University, she has established an integrated discovery-to-market framework to enhance university support for holistic industry partnerships and start-ups. As a Professor of Electrical and Computer Engineering, she remains active in industry-driven research.



## Lunch Attendees



**Dr. Scott Ralls**  
President of Northern Virginia Community College

Dr. Scott Ralls is the fifth President of Northern Virginia Community College, or NOVA. With approximately 75,000 degree students, NOVA is the 11th largest college in the United States and produces more information technology graduates than any other community college in America. A recognized leader in student success efforts and STEM education, NOVA was named the nation's most digital large community college in 2015.

Dr. Ralls previously had a 20-year career in North Carolina, where he recently served as President of the 58-college North Carolina Community College System. He also served as President of Craven Community College and as Vice President of Economic and Workforce Development.

He holds a Ph.D. in Industrial and Organizational Psychology from the University of Maryland as well as a Bachelor of Science with highest distinction from the University of North Carolina.



**Dr. Pamela Norris**  
Executive Associate Dean for Research, School of Engineering and Applied Science and the Frederick Tracy Morse Professor of Mechanical and Aerospace Engineering  
University of Virginia

After receiving her PhD from Georgia Tech in 1992 and completing post-doctoral studies at UC Berkeley with Chang-Lin Tien, she joined the faculty at UVA in 1994, where she founded both the Nanoscale Energy Transfer Lab and the Aerogel Research Lab. Today, she is recognized globally as a leading expert in both research fields.

She holds patents for applications of aerogels in areas ranging from biological warfare detection, to lab-on-a-chip, to thermal insulation, along with patents for innovative thermal management techniques for jet-blast deflectors.

Pam is well-known for her mentoring skills and for her dedication to increasing the representation and retention of women faculty in the STEM disciplines, serving now as the Director of UVA's NSF ADVANCE Institutional Transformation program. In 2016 she was honored with the Society of Women Engineers Distinguished Engineering Educator Award "for enduring, positive influence on students' lives as a gifted teacher, mentor, and role model; and for promoting greater diversity in STEM higher education".

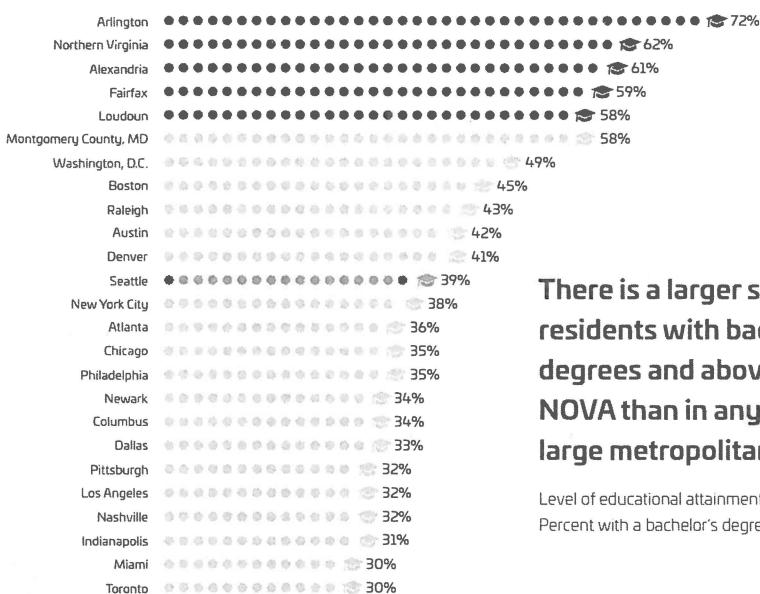


**Dr. Erin Russo**  
Principal, Discovery Elementary School, Arlington Public Schools

Dr. Russo has 15 years of experience serving as an educator which includes six years as a teacher. She began her career as an English teacher before joining Arlington Public Schools as an assistant principal at Williamsburg Middle School. Over the past three years, she has closely collaborated with community members, parents, Arlington Public Schools staff, and the architects to plan the new Discovery Elementary School. She is serving as the school's first principal.

## Greater Washington, D.C. is the most educated MSA in the country.

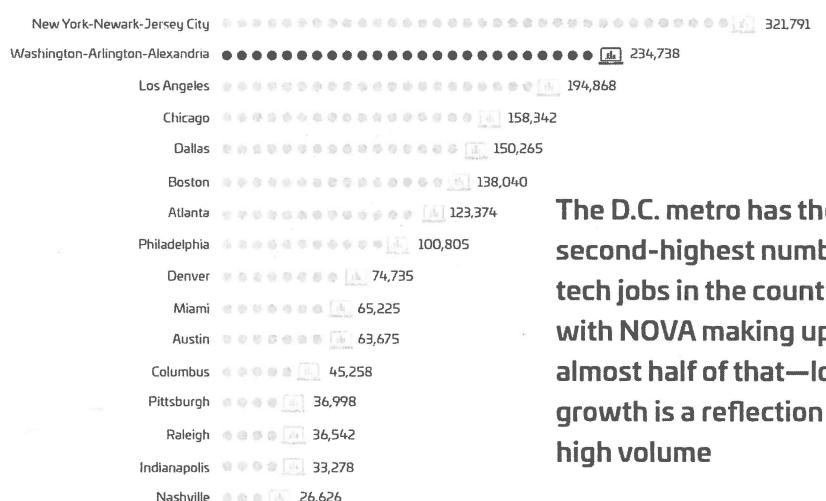
With nearly 50% of the population possessing a bachelor's degree or above, and nearly 25% with more than a bachelor's, greater D.C. outranks any of the 20 finalists in education attainment. What's more, Northern Virginia has a higher level than the region overall. Nearly 60% of NOVA residents have a BA or higher, which makes NOVA the most highly educated among our greater D.C. neighbors.



**There is a larger share of residents with bachelor's degrees and above in NOVA than in any other large metropolitan area**

## Greater D.C. has the second-highest tech talent base among our peers.

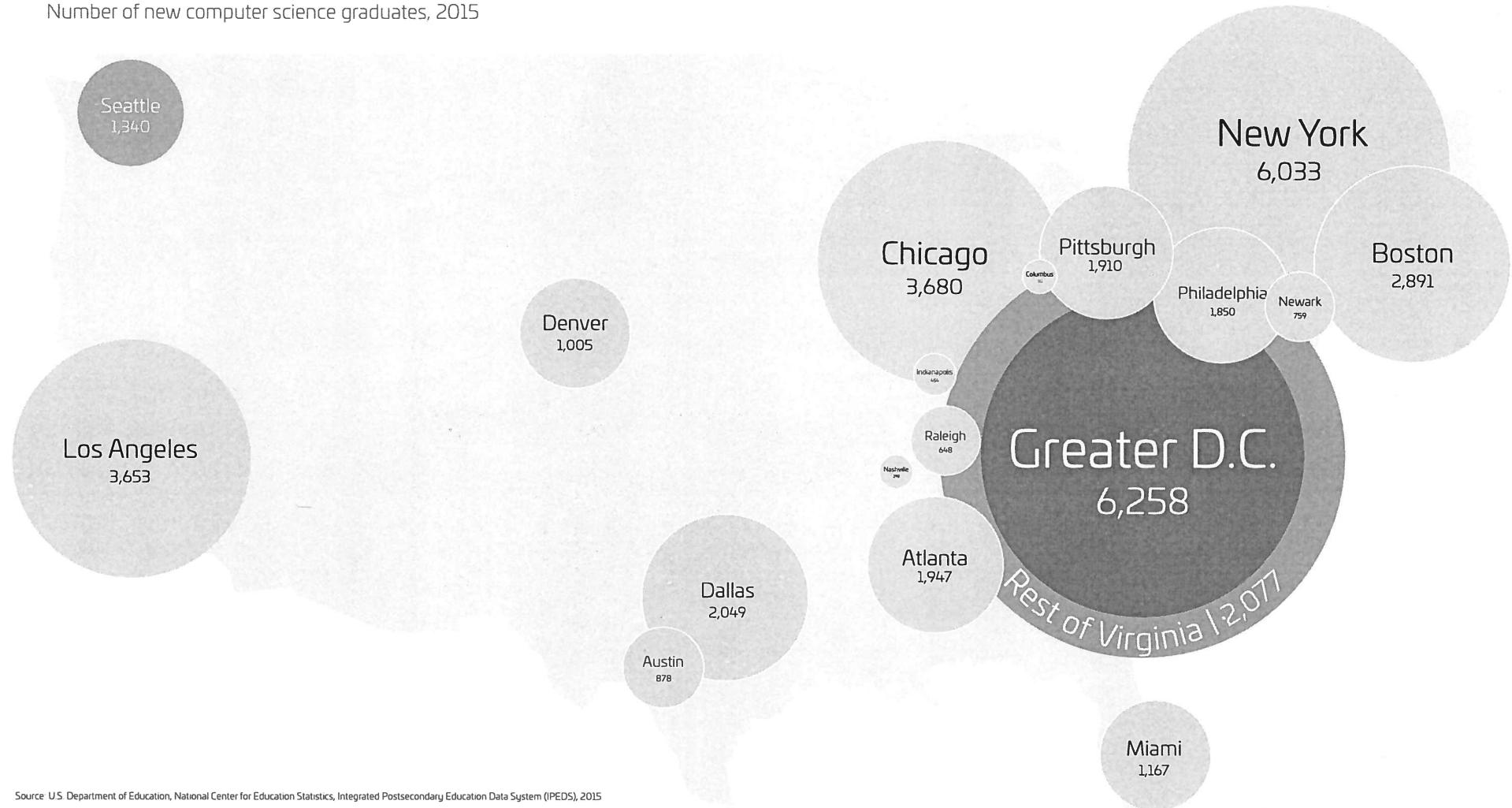
Trailing only the New York City metro, with ~235,000 compared to New York's ~323,000. D.C.'s concentration of tech talent, however, is second to none, with 14% of the workforce in tech jobs compared to 12% in greater NY. And much like our education levels, NOVA is the top performer among our neighbors in D.C. and Montgomery County. NOVA's 123,000 tech jobs are more than half the D.C. MSA's total, nearly 4x the level of Montgomery County and 1.5x the level of Washington, D.C.



## The greater D.C. area has more annual computer science graduates than all other metropolitan areas

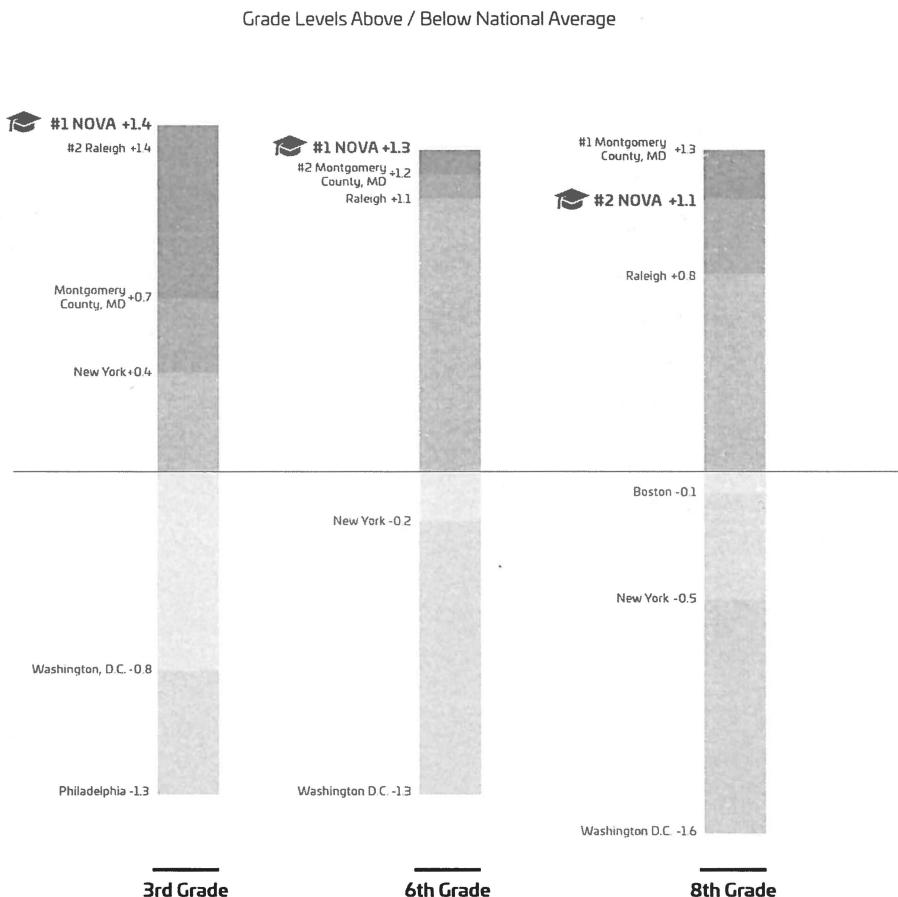
New computer science graduates, annually (bachelor's degree and above)

Number of new computer science graduates, 2015

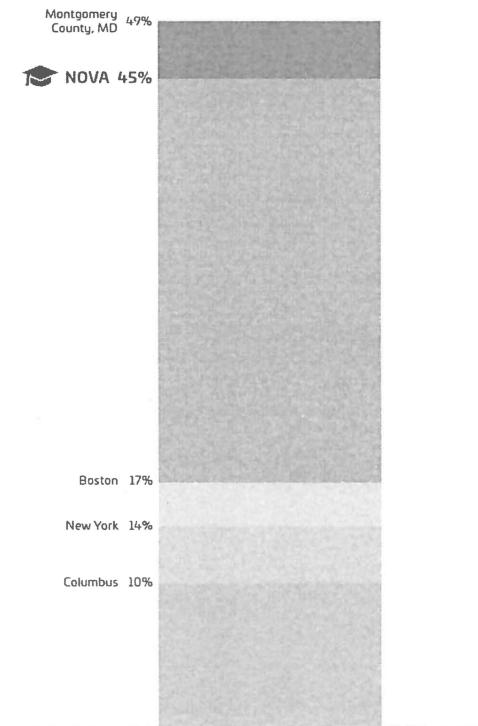


Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), 2015

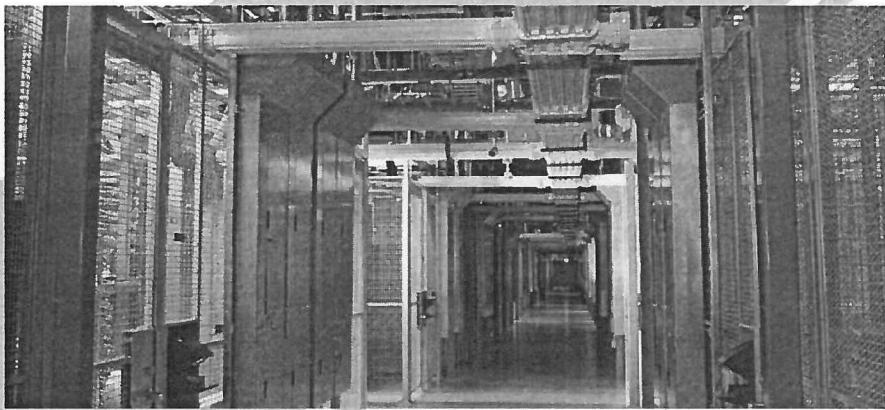
## NOVA's Schools Rank at the top of its Peers Throughout the K-12 Pipeline.



High School Students Taking Advanced Courses  
PERCENT



Note: Compared to Top 20 peers



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# NATIONAL LANDING TAB

# BACK OF NATIONAL LANDING TAB

## National Landing

National Landing offers Amazon the rare combination of massive growth potential in an existing vibrant, transit-rich, urban place.

Located in the "heart" of the Washington, D.C. area adjacent to Reagan National Airport, alongside the Potomac River.

One Community. One Owner. Infinite Options for HQ2.

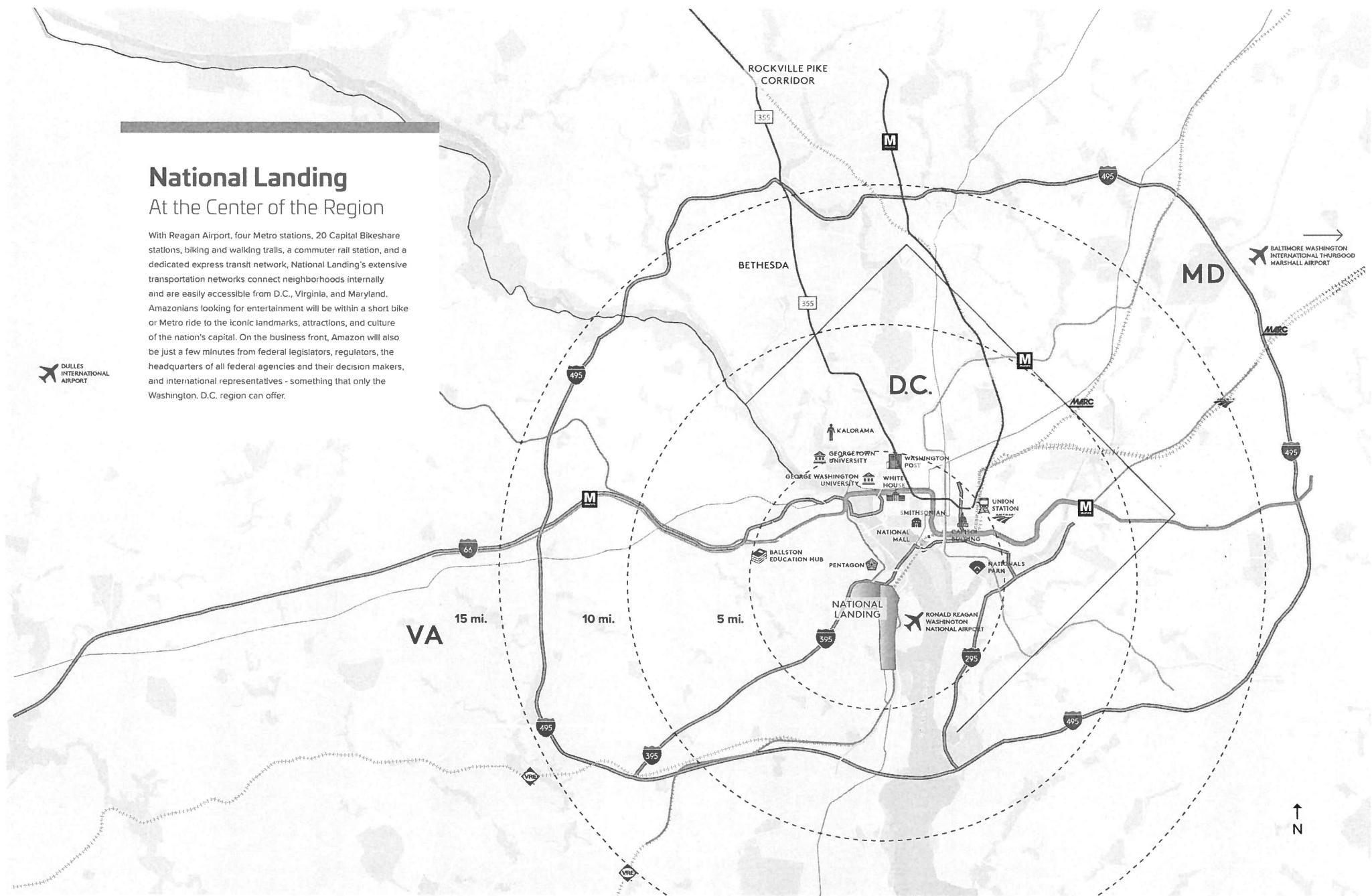
In the center of the country's most educated market, overlooking our nation's capital—surrounded by top talent, government customers, tremendous infrastructure, and a spectacular quality of life.

This is a canvas of limitless possibilities to propel Amazon's future.

## National Landing

At the Center of the Region

With Reagan Airport, four Metro stations, 20 Capital Bikeshare stations, biking and walking trails, a commuter rail station, and a dedicated express transit network, National Landing's extensive transportation networks connect neighborhoods internally and are easily accessible from D.C., Virginia, and Maryland. Amazonians looking for entertainment will be within a short bike or Metro ride to the iconic landmarks, attractions, and culture of the nation's capital. On the business front, Amazon will also be just a few minutes from federal legislators, regulators, the headquarters of all federal agencies and their decision makers, and international representatives - something that only the Washington, D.C. region can offer.

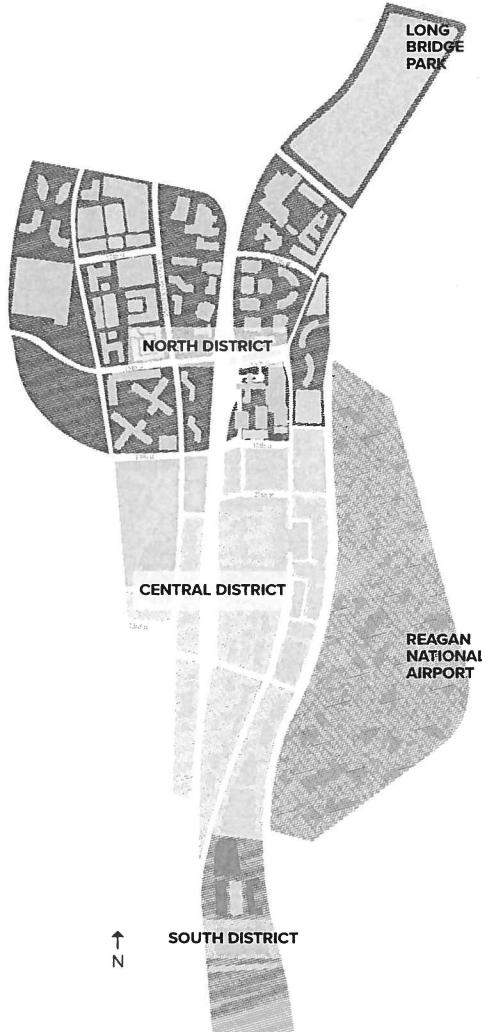


# Welcome to National Landing

Within the 285-acre urban community that is National Landing, over 20 million square feet of new, customizable development potential is available for HQ2 with a single partner, JBG SMITH. National Landing comprises three distinct districts with the public realm serving as the thread that unifies its various elements. The North District offers the premier opportunity for an immediate big move. While still walkable to the existing community that is National Landing, the North District is home to an undeveloped 10-acre site with front row prominence facing Washington, D.C. The Central District is home to much of the existing office, residential, and retail within National Landing. It is the closest area in National Landing to Reagan National Airport, the VRE commuter rail station and its Metro station is in the middle of the North and Central Districts. The South District offers long-term expansion potential. Much of the South District is underdeveloped providing, deep-rooted flexibility as HQ2 advances.

National Landing is woven into the historical fabric of the metro D.C. region. The site has taken on numerous identities over the years. A part of the original Federal City Plan in 1791, serving as a key connection point for canal, road, and rail. National Landing's foundational principle remains unchanged; its strategic connection to places near and far is unrivaled.

Constantly evolving throughout its rich history, National Landing is ripe for its next big move: home of HQ2.



## Close and Connected

### 5 RAIL STATIONS/3 LINES – A CONNECTED CAMPUS

PENTAGON CITY METRO STATION: 13,070 Avg. Weekday Boardings (2016)  
Blue Line + Yellow Line

VIRGINIA RAILWAY EXPRESS: Destination for 3,420 Riders (2016)  
Second-busiest station, destination for 18% of VRE Riders (19,000 Daily Trips)  
CRYSTAL CITY METRO STATION: 11,179 Avg. Weekday Boardings (2016)  
Blue Line + Yellow Line

NATIONAL AIRPORT METRO STATION: 6,538 Avg. Weekday Boardings (2016)  
Blue Line + Yellow Line

POTOMAC YARD METRO STATION: New Metro Station Slated to Open in 2021  
Blue Line + Yellow Line

### SUPERIOR ACCESS

**10 MINUTES**  
TO THE U.S. CAPITOL BY CAR

**12 MINUTES**  
TO THE WHITE HOUSE BY CAR

**15 MINUTES**  
TO UNION STATION BY CAR

**4.2 MILLION**  
NE CORRIDOR PASSENGERS/YEAR  
THROUGH UNION STATION

MULTIPLE NONSTOP DAILY FLIGHTS  
FROM DCA TO SEA AND SFO

REAGAN NATIONAL (DCA): 23.6 Million Passengers and 295,000 Flights (2016) D.C. Metro Region's Busiest Airport



Alaska AIRLINES

Delta

UNITED

NEW METRO PLAZA AT IMMEDIATE OCCUPANCY BUILDING



## National Landing's Distinct Advantages



### Talented Workforce

Highest percentage of college-educated population in the country



### Abundant Housing

388,000 units within 5 miles



### Urban Campus

Existing urban fabric with access to the best transit and amenities



### Unconstrained Growth with Single Partner

Over 20 million square feet of new development potential with a single owner



VICTORIAS

## Talented Workforce

National Landing is at the center of the most educated region in the nation

Not only is the D.C. metro area the most highly educated region in the country, it is adjacent to a high concentration of other metro areas with high education levels. This will help Amazon recruit and retain the best and brightest workforce and provide access to the highest concentration of tech workers in the country. With these fundamentals it's no wonder that admired companies like Volkswagen, CapitalOne, and Lockheed Martin call the area home.

## Education That Trains Talent



## Major Headquarters in Washington Region



## The Highest Concentration of the Region's 25-34-Year-Old Workforce Is Found Within 5 Miles



## Abundant Housing

Abundant, affordable rental housing well-aligned with workforce

Due to National Landing's advantageous location at the center of a transportation network and its proximity to the suburbs of Washington, D.C., Amazonians will have a multitude of choices depending on their lifestyle preference and budget. Mass transit, whether it be bus, Metrorail, or train, optimizes the average commute times and reaches further into a wide variety of neighborhoods. Of the 388,000 housing units within five miles of the site that have a wide array of amenities and transportation, 30%, or 111,000, are affordable rental units. In addition, JBG SMITH can deliver an additional 5,000 apartments within walking distance to National Landing.

Within 5 Miles There Are Also Approximately

**44,000**

Units Under Construction Or In Pipelines

**14,000**

Units Of The Above Will Deliver Inside 24 Months

**9,000**

Units Of Additional Housing To Be Delivered By JBG Smith

This Represents Almost

**4X**

More Units Than South Lake Union At Expected Full Build-Out

## Wide diversity of for sale options:

Nearly 140,000 Owned Housing Units  
Within 5 Miles of National Landing

44% CONDOS | 30% TOWN HOMES | 26% SINGLE FAMILY

## For rent:

At Average Employee Income Of \$108,000 There Are 111,000 Units Priced At 30% Of That Pre-Tax Income Within 5 Miles

## Mixed-use, accessible neighborhoods drive quality of life



Pentagon City: Proximate to the first phases of Amazon's growth, this neighborhood boasts an affordable and growing pool of high-quality residential units, with major national retail anchors, abundant hotel stock, and unmatched transit access



Logan/Shaw: Rapidly evolving urban neighborhood with two Metro stations and cutting edge restaurants and nightlife



Del Ray: A close-in family neighborhood clustered around a vibrant main street filled with unique, local retail, and restaurants



Capitol Riverfront: New ballpark for Washington Nationals anchors emerging neighborhood on the waterfront



Old Town Alexandria: Main street historic neighborhood on Metro with mix of single family homes, town homes, and apartments

## Urban Campus

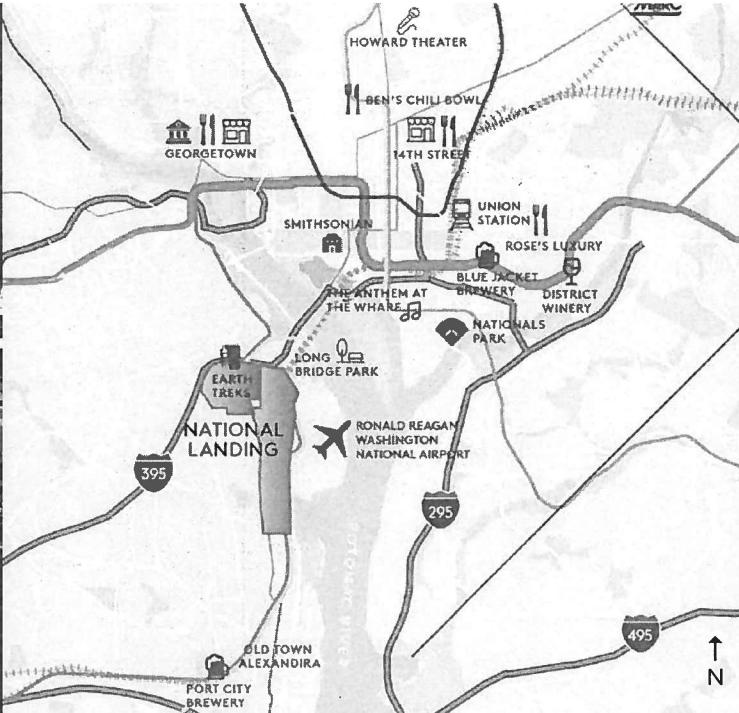
AN AUTHENTIC COMMUNITY IN AN EXISTING URBAN FABRIC WITH AN ATTRACTIVE QUALITY OF LIFE

National Landing is a mature, robust urban district that currently includes hotel rooms, apartment units, retail, and office, surrounded by the best transit infrastructure in the region—already in place.

National Landing residents and employees live and breathe an active lifestyle. They walk and bike to work, they do yoga on their lunch breaks, and hit the gym after work. This community makes it easy to be active, with its exceptional athletic and park facilities, modern community centers for hosting classes and indoor recreation social sports, and numerous neighborhood parks and green spaces.

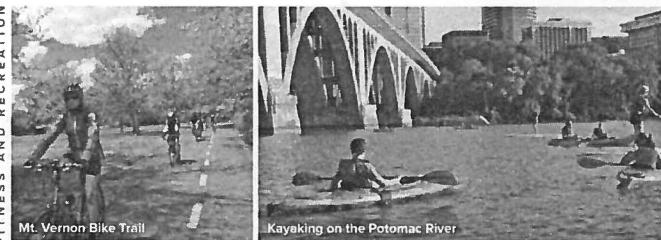
### JBG SMITH PLANNED COMMITMENT

- GROCER
- ALAMO THEATER
- 300,000 SQUARE FEET OF RETAIL

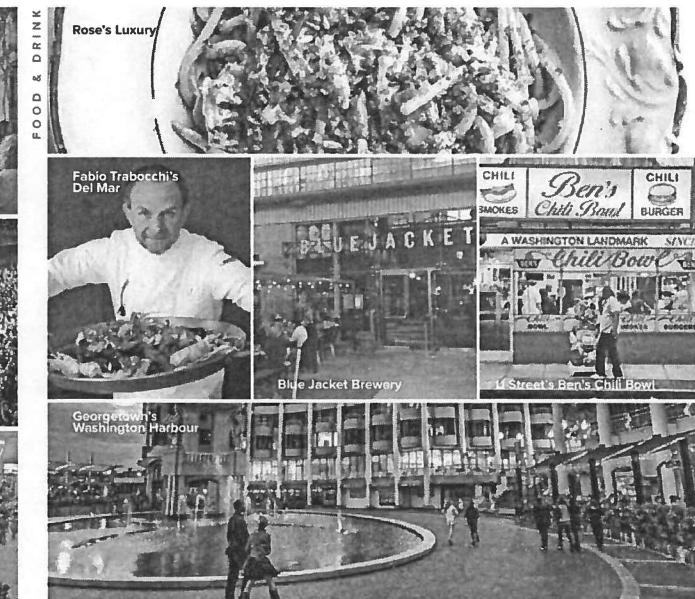
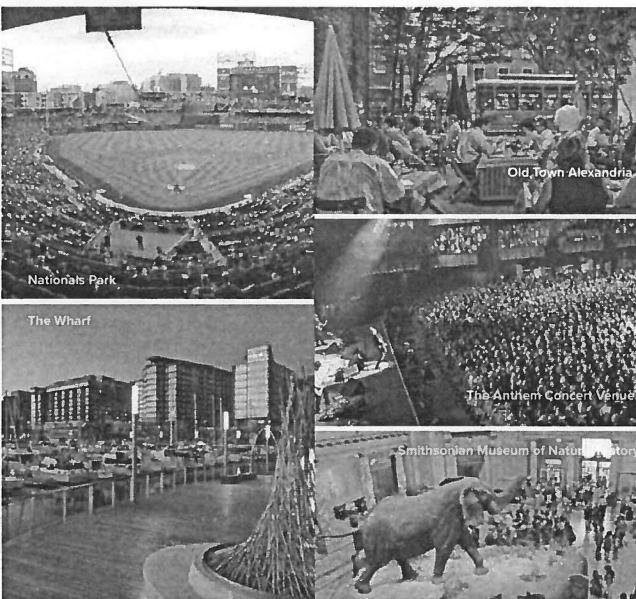


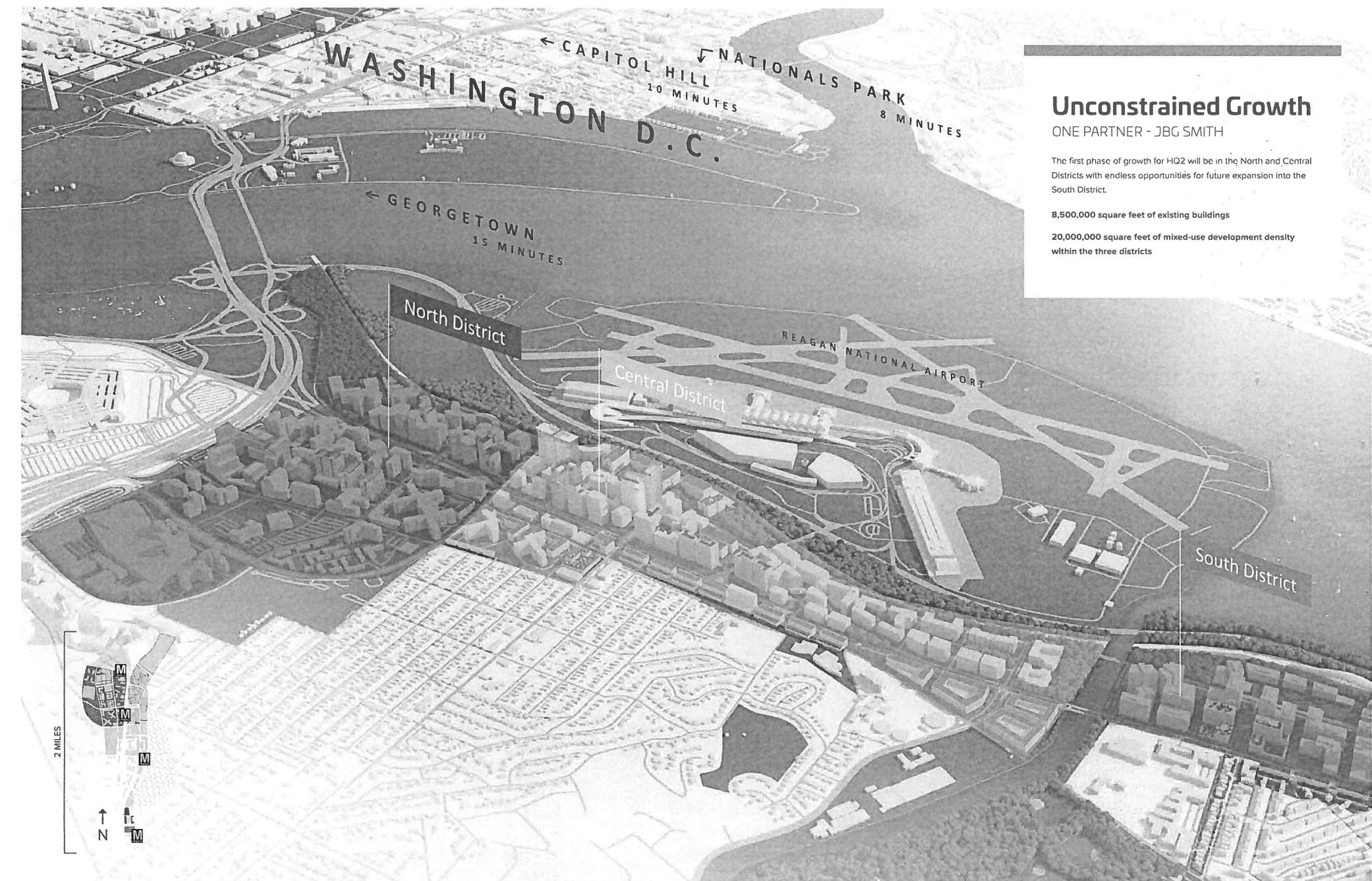
MORE THAN  
50% OF THE  
D.C. METRO  
REGION'S  
WHOLE FOODS  
LOCATIONS  
ARE **WITHIN 5  
MILES**  
OF NATIONAL  
LANDING

### FITNESS AND RECREATION



### ENTERTAINMENT VENUES





## Unconstrained Growth

ONE PARTNER - JBG SMITH

The first phase of growth for HQ2 will be in the North and Central Districts with endless opportunities for future expansion into the South District.

8,500,000 square feet of existing buildings

20,000,000 square feet of mixed-use development density  
within the three districts

## Potential Path

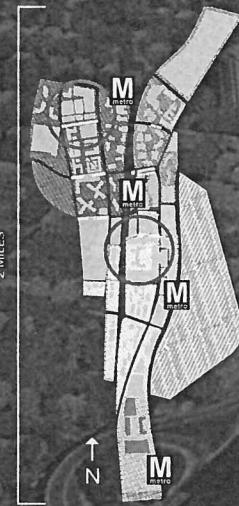
### UNCONSTRAINED GROWTH

North + Central Districts

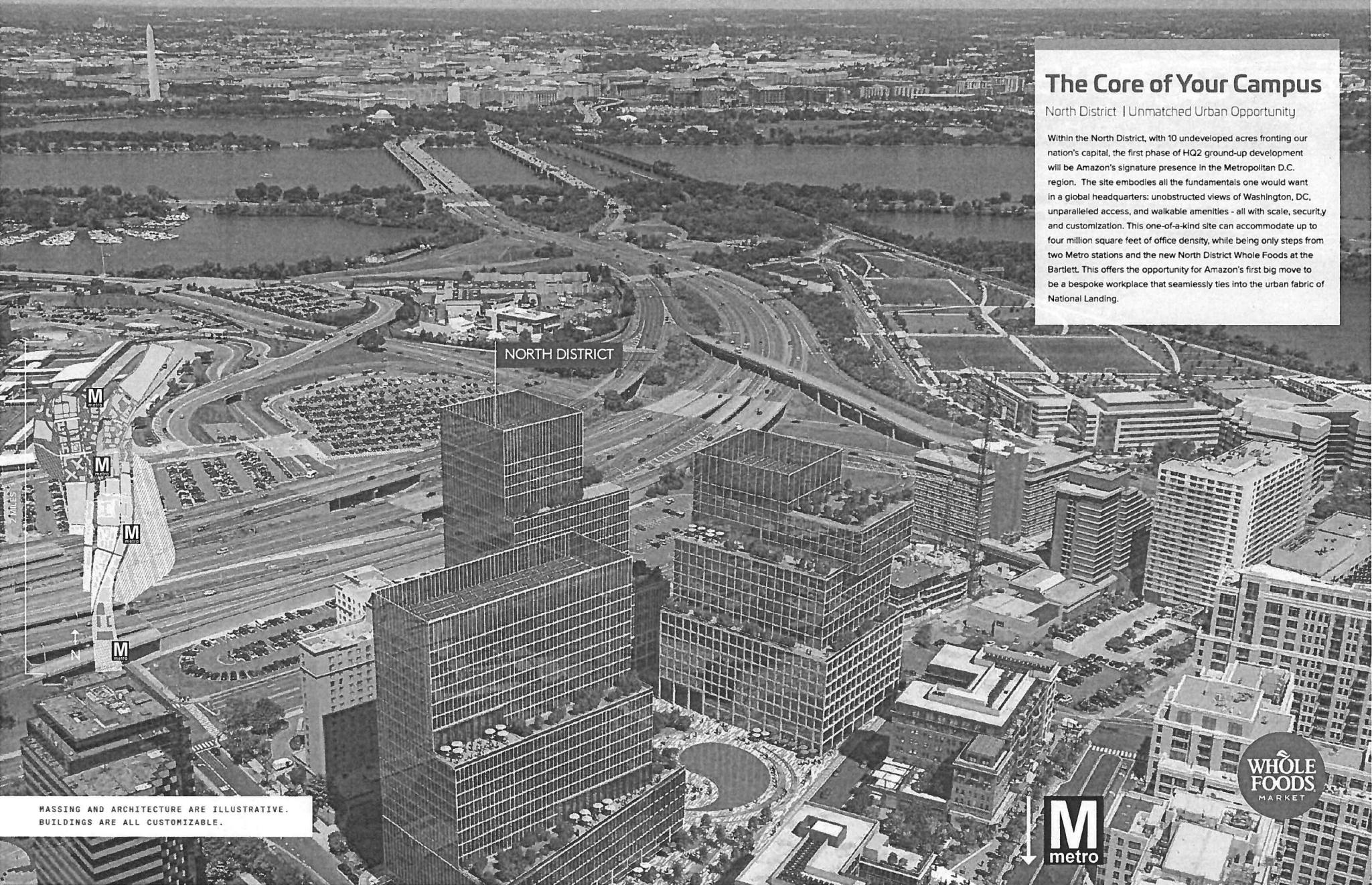
Woven into National Landing's existing North and Central Districts, Amazon's entire eight million-square-foot growth need is met with entitled real estate in an established urban environment. Couple this with an additional three million square feet of residential and retail development, and the North and Central Districts of National Landing will be a place of diverse offerings and experiences. The proposed airport pedestrian bridge will allow Amazonians to walk to destinations throughout the U.S. and beyond.

8,500,000 square feet of office for HQ2

3,700,000 square feet of residential and retail



MASSING AND ARCHITECTURE ARE ILLUSTRATIVE.  
BUILDINGS ARE ALL CUSTOMIZABLE.



## The Core of Your Campus

North District | Unmatched Urban Opportunity

Within the North District, with 10 undeveloped acres fronting our nation's capital, the first phase of HQ2 ground-up development will be Amazon's signature presence in the Metropolitan D.C. region. The site embodies all the fundamentals one would want in a global headquarters: unobstructed views of Washington, DC, unparalleled access, and walkable amenities - all with scale, security, and customization. This one-of-a-kind site can accommodate up to four million square feet of office density, while being only steps from two Metro stations and the new North District Whole Foods at the Bartlett. This offers the opportunity for Amazon's first big move to be a bespoke workplace that seamlessly ties into the urban fabric of National Landing.

MASSING AND ARCHITECTURE ARE ILLUSTRATIVE.  
BUILDINGS ARE ALL CUSTOMIZABLE.



NORTH DISTRICT

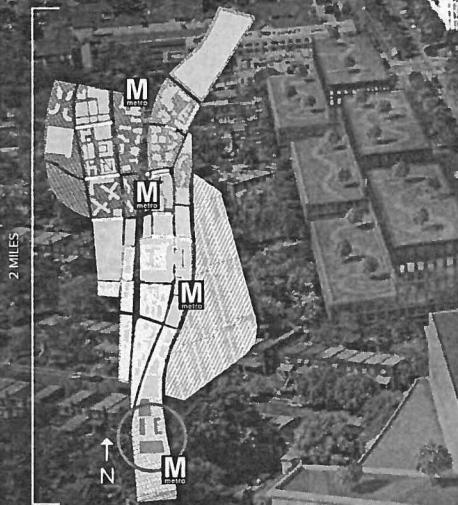
CENTRAL DISTRICT

SOUTH DISTRICT

## Growth in All Directions

South District

The South District offers one of the largest urban infill opportunities in the Washington, D.C. metro area for HQ2 ground-up development. Able to accommodate limited growth starting in 2021, the South District can house up to nine million square feet of development, in a mixed-use, walkable environment overlooking the Potomac River and airport. The new Metro station offers a naming opportunity and existing and enhanced shuttle services run within the entire National Landing campus.



MASSING AND ARCHITECTURE ARE ILLUSTRATIVE.  
BUILDINGS ARE ALL CUSTOMIZABLE.

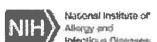


## A Single, Experienced Development Partner

### A Few of Our Build-to-Suit Partners:

**Gartner.**

Miller & Chevalier



JBG SMITH (NYSE: JBGS) owns, operates, develops, and/or invests in a portfolio of nearly 20,000,000 square feet—with another 21,300,000 square feet in our development pipeline—all concentrated in attractive infill markets in the Washington, D.C. region.

Our creativity and scale enable us to be more than owners—we are placemakers who shape inspiring and engaging places, which we believe create value and have a positive impact in every community we touch.

Placemaking is a core part of our DNA—a philosophy that is focused on creating compelling experiences—within our buildings and in the neighborhoods we touch. By strategically mixing high-quality multifamily and commercial buildings with selective retail and thoughtfully planned public areas, we create appealing walkable places that define neighborhoods and create value.

Diversity, inclusion, sustainability, and social justice are core values at JBG SMITH. Within our team, diversity is one of our strongest assets and our workforce reflects the vibrancy of the communities in which we operate. Our commitment to sustainability ensures that these same communities are created in a manner that conserves resources and preserves the environment around them.

While we are proud of our accomplishments, we recognize that establishing and fostering meaningful partnerships are at the core of authentic placemaking. If selected for HQ2, JBG SMITH will team with Amazon on more than just the construction of buildings. Our future partnership may also include symbiotic programming of retail amenities, open space, infrastructure enhancements, and other placemaking elements important to Amazon.



**Matt Kelly**  
Chief Executive Officer  
JBG SMITH

Matt Kelly is Chief Executive Officer of JBG SMITH. He previously served as a Managing Partner and a member of the JBG Companies ("JBG") Executive Committee and Investment Committee. He previously was co-head of the firm's Investments Group and was primarily responsible for JBG's investment strategy and the investment and acquisition activity of the JBG Investment Funds. Prior to joining the JBG Companies in 2004, he was a co-founder of ODAC Inc., a media software company, and worked in private equity and investment banking with Thomas H. Lee Partners in Boston and Goldman Sachs, & Co in New York.

Matt currently serves as a Trustee of the Federal City Council and is a member of the Economic Club of Washington, D.C. He is



**Kai Reynolds**  
Co-Chief Development Officer  
JBG SMITH

Kai Reynolds, Co-Chief Development Officer of JBG SMITH, joined JBG in 2003. He is responsible for leading the development team and has more than 20 years of real estate industry experience focused on the creation of mixed-use communities.

He previously served as a partner of JBG and member of the Management Committee. Prior to his tenure at JBG, Kai worked for Gables Residential and in corporate finance for JP Morgan.

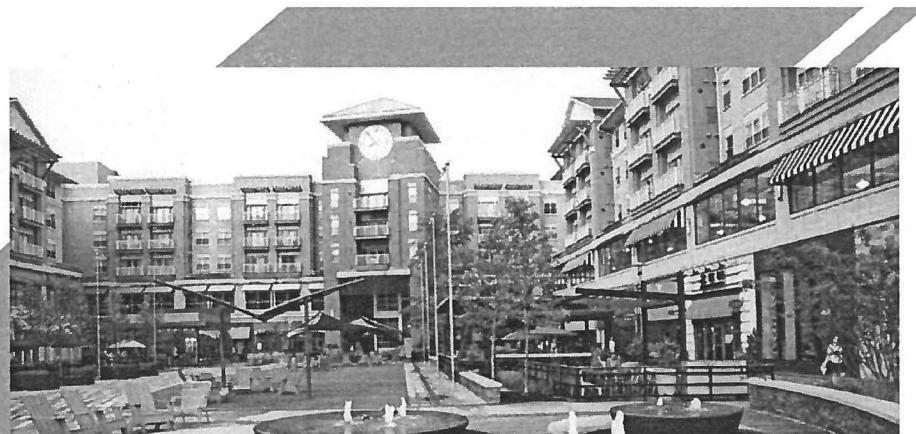
Kai was born and raised in Vancouver, BC and received his B.A. from the University of Western Ontario and his M.B.A. from the University of North Carolina's Kenan-Flagler Business School.

Vice-Chair of the Medstar Health Washington Hospital Center Board of Directors. He is a former member of the Board of Directors of Ayuda, an immigrant-focused non-profit organization in the D.C. metro area. He is also a member of The Urban Land Institute and The Real Estate Group and has lectured at Georgetown University and The University of Notre Dame. Matt holds a B.A. with honors from Dartmouth College and an M.B.A. from Harvard Business School.

Matt and his wife, Jessica, have four children and live in Chevy Chase, MD.

Kai's professional associations include membership in the Urban Land Institute (formerly a member of the Multi-Family Bronze Council) and National Multi-Housing Council (Board of Directors). Kai currently serves on the Advisory Board for the Wood Center for Real Estate Development at the Kenan-Flagler Business School at UNC and is Chair of the Board of Trustees for St. Patrick's Episcopal Day School in Washington, D.C. Kai is the co-chair of national fundraising events (Lifting the Limits) for the National PKU Alliance, a charity whose mission is to cure PKU, a rare inherited disorder.

Kai and his wife, Alison, have four children and live in Washington, D.C.



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# CAPITAL VIEW TAB

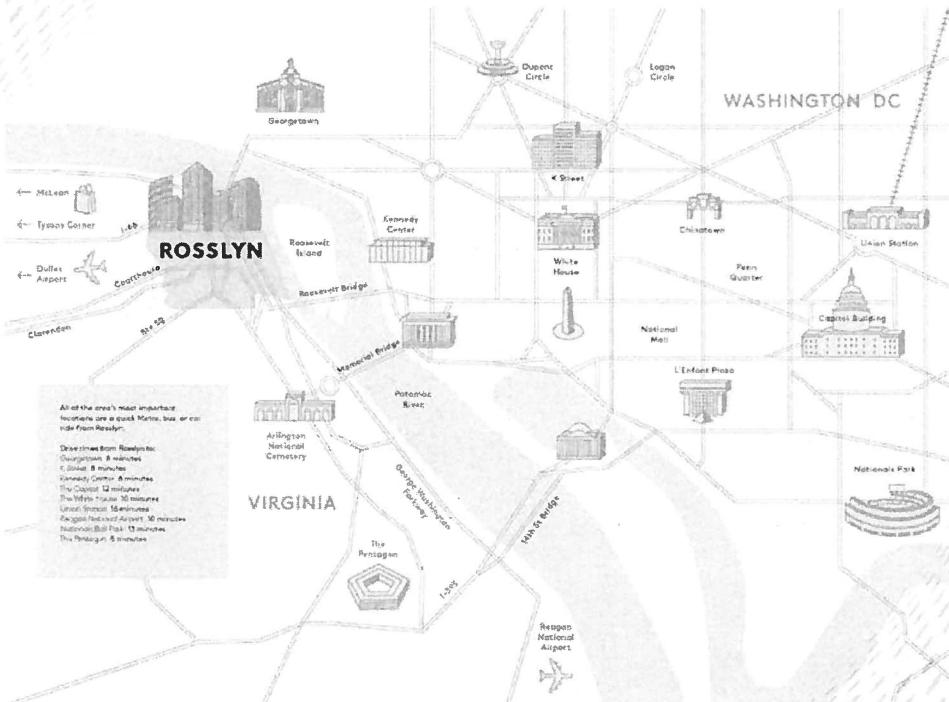
# BACK OF CAPITAL VIEW TAB

## Capital View

What You Want, When You Want It

Imagine being at the center of the nation's capital with everything it has to offer in the way of access and influence...but without quite as much congestion, noise, and drama. Imagine having your finger on the global pulse while your feet remain grounded in community. That's how we feel about Rosslyn, which combines the best of the cosmopolitan—tallest buildings in the region, extensive transportation network, beaucoup amenities—with a community orientation to create a truly unique neighborhood. The Capital View site is also unique with its endless options, from move-in-ready, Class A buildings boasting hands-down the best views of our nation's capital, to additional office space up and down the Rosslyn-Ballston corridor.

Let us show you...



## Your Capital View Development Team

Capital View Development Team is a partnership between Monday Properties, Gould Property Company, JBG SMITH, and Vornado. Each of the development team members is rooted in the Washington, D.C. market and has a long track record of delivering large-scale development projects considered to be some of the best in the region. Each company has significant experience working with Fortune 500 companies, understanding their needs and delivering on trophy-class development projects.



**Timothy Helwig**

Managing Partner, Monday Properties

Mr. Helwig oversees Monday Properties' operations, project developments, and existing portfolio. With more than two decades of experience in commercial and residential real estate, Mr. Helwig brings unprecedented leasing, development, and project management experience to Monday. He has become widely recognized as an industry leader throughout the greater Washington, D.C. market. Among his most recent accomplishments, Mr. Helwig facilitated a historic deal announcing that Nestle would become the anchor tenant at 1812 North Moore Street, resulting in the company moving its U.S. headquarters from California to Rosslyn, VA. To date, under Mr. Helwig's leadership, Monday Properties has transacted on over 11 million square feet of leasing activity over the past 18 months in Rosslyn.

### Capital View Development Team Promise

With the Capital View Development Team, Amazon will benefit from the individual expertise and property portfolios that each member brings to be able to access unique, yet complementary, options for their HQ2 development path. Capital View Development Team members are united in their client-first attitude and a creative, innovative approach to meet client challenges. They are committed to work side by side with Amazon every step of the way to realize the HQ2 vision.



**MONDAY  
PROPERTIES**

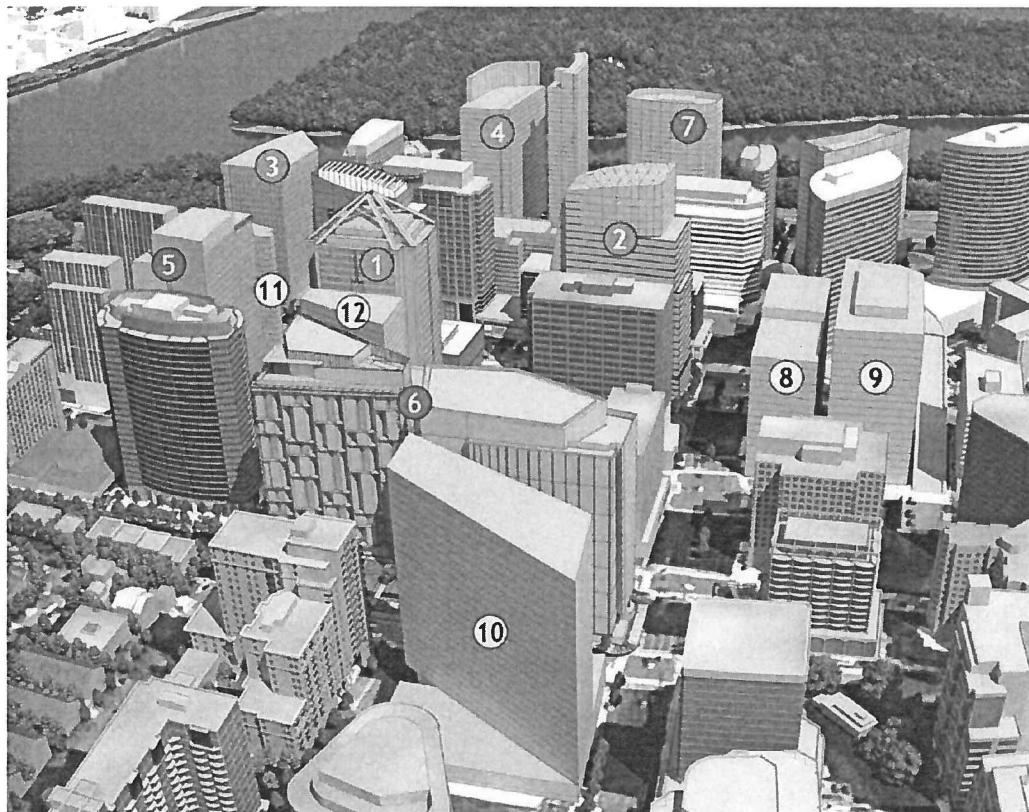


**VORNADO  
REALTY TRUST**

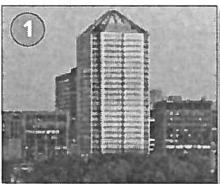


**GOULD PROPERTY COMPANY**

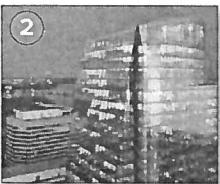
**JBG SMITH**



## PHASE 1: 1 MILLION SQUARE FEET



1812 North Moore  
1812 North Moore St



Central Place  
1201 Wilson Blvd / 1200 Lynn St



Waterview  
1919 N Lynn St



Rosslyn Plaza - North  
1777 N Kent St

Leed: Platinum  
Site Size (Acres): 1.4  
Zoning: C-O-Rosslyn  
Office SF: 540,000  
Retail SF: 2,400  
Available SF: 271,000  
Parking Spaces: 480  
Ownership: Monday Properties

Leed: Platinum (Office)  
Silver (Residential)  
Site Size (Acres): 2.0  
Zoning: C-O-Rosslyn  
Office SF: 525,000  
Retail SF: 44,270  
Available SF: 258,000  
Housing Units: 377  
Parking Spaces: 821  
Ownership: JBG Smith

Leed: N/A  
Site Size (Acres): 2.16  
Zoning: C-O-Rosslyn  
Office SF: 621,000  
Retail SF: 7,500  
Available SF: 254,000  
Parking Spaces: 350  
Ownership: Morgan Stanley

## PHASES II AND III: 4.3 MILLION SQUARE FEET



Rosslyn Gateway  
1901, 1911 N Fort Myer Dr

Leed: Platinum(Office)  
Site Size (Acres): 2.2  
Zoning: C-O-Rosslyn  
Office SF: 907,000  
Retail SF: N/A  
Available SF: 907,000  
Parking Spaces: 875  
Ownership: JBG Smith



1401 Wilson Blvd (Office)  
1400 Key Blvd

Leed: Platinum (Office)  
Site Size (Acres): 2.1  
Zoning: C-O-Rosslyn  
Office SF: 818,000  
Retail SF: N/A  
Available SF: 818,000  
Parking Spaces: 754  
Ownership: Monday Properties



Rosslyn Plaza  
19th St N, Arlington Ridge Rd, Wilson Blvd, N. Kent St

Leed: TBD  
Site Size (Acres): 6.49  
Zoning: C-O-Rosslyn  
Office SF: 2,573,000  
Retail SF: N/A  
Available SF: 2,573,000  
Parking Spaces: 2,168  
Ownership: Vornado / Charles E. Smith, Gould Property Company

## PHASES IV AND BEYOND: 2.8 MILLION SQUARE FEET



1200 Wilson Blvd

Leed: N/A  
Site Size (Acres): 0.96  
Zoning: C-O-Rosslyn  
Office SF: 417,448  
Retail SF: N/A  
Available SF: 417,448  
Parking Spaces: TBD  
Ownership: Monday Properties



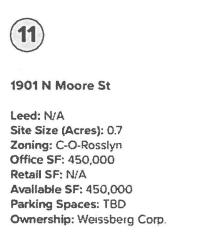
1701 N Ft Myer Dr

Leed: N/A  
Site Size (Acres): 1.4  
Zoning: C-O-Rosslyn  
Office SF: 598,788  
Retail SF: N/A  
Available SF: 598,788  
Parking Spaces: TBD  
Ownership: Monday Properties



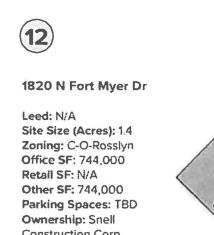
1501 & 1515 Wilson Blvd

Leed: N/A  
Site Size (Acres): 1.45  
Zoning: C-O-Rosslyn  
Office SF: 618,000  
Retail SF: N/A  
Available SF: 618,000  
Parking Spaces: TBD  
Ownership: Monday Properties



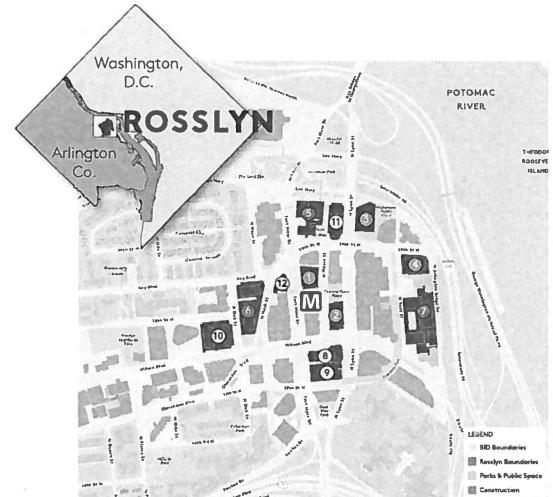
1901 N Moore St

Leed: N/A  
Site Size (Acres): 0.7  
Zoning: C-O-Rosslyn  
Office SF: 450,000  
Retail SF: N/A  
Available SF: 450,000  
Parking Spaces: TBD  
Ownership: Weissberg Corp.



1820 N Fort Myer Dr

Leed: N/A  
Site Size (Acres): 1.4  
Zoning: C-O-Rosslyn  
Office SF: 744,000  
Retail SF: N/A  
Other SF: 744,000  
Parking Spaces: TBD  
Ownership: Snell Construction Corp.



# 8 Million + Square Feet of Site Space

**1,073**

businesses are  
located in Rosslyn

**280**

restaurants and attractions

**55,500**

housing units

**#1**

hardest-working  
city in America

**#1**

city for millennials

# 20%

of Rosslyn is composed  
of green space

## Meet Your Neighbors

Rosslyn is home to an eclectic business community; a great mix of tech companies, government contractors, associations, professional services, and media, ranging from Fortune 500 down to thriving small businesses and active coworking spaces. While everyone chooses Rosslyn for different reasons, all agree that its central location and the superior accessibility it affords to employees, customers, and partners simply can't be beat.

“ We used to have our company in Chinatown, and moving to Arlington eliminated a lot of the stress that comes from driving into D.C....and commute time is significantly lower for most people no matter where they come from. We appreciate the calm environment of Arlington and... appreciate the attention, support, and authentic desire from the Arlington County Economic Development team to see my company be successful. It's very important to us to feel that we are supported by the government entities in the County and it is also key for us that Arlington has a vision for the ”

Ximena Hartsock, Co-Founder, Phone2Action



HUNGRY



**Raytheon**

**HIGHER LOGIC**

**Deloitte**

**POLITICO**

**PHONE 2 ACTION**

**BAE SYSTEMS**

**SPACES.**

**snagajob**

The University of Virginia logo, featuring a classical building facade.  
**UNIVERSITY OF VIRGINIA**  
DARDEN SCHOOL OF BUSINESS

The Grant Thornton logo, featuring a circular icon with a dot and the word "Grant Thornton".

## Capital View Highlights

“ The Washington Metropolitan Area has been home to Graham Holdings and our predecessor company, The Washington Post Company, for nearly 150 years....We particularly enjoy our headquarters in Rosslyn, VA. There is great leadership in the business community and the County is very business-friendly. We have quick and easy access to Washington, D.C. We are extremely impressed by the high-quality school system in Arlington and consider our area a great place to live, work, and play. While all of the above are great, we brag most about the spectacular views from our office suite. They are the best in Virginia..amazing views of the nation's capital, Georgetown, the Iwo Jima, and Arlington Cemetery. We have it all in Rosslyn!

Tim O'Shaughnessy, CEO, Graham Holdings Co.

### Customized Development Path

Capital View is a unique real estate option in that it offers move-in ready, trophy office space for Amazon's immediate needs plus ultimate flexibility on the part of multiple developers to grow into a highly consolidated, walkable campus. The 12 office buildings that would comprise Amazon's HQ2 campus are alike only in that they each have unparalleled views of the nation's capital by virtue of Rosslyn's building heights.

The development path doesn't stop in Rosslyn. From there, Amazon could expand west through the Rosslyn-Ballston Corridor, which is both walkable and connected to public transit. Places like Clarendon, Courthouse, and Ballston have existing office space and future development planned and are just one to two Metro stops away.



ROSSLYN'S ANNUAL JAZZ FESTIVAL ATTRACTS OVER 10,000 ATTENDEES

### Connectivity

By virtue of its location right across the river from Washington, D.C. and at the nexus of several major highways, metro lines, and bus routes, Rosslyn is hard to beat in terms of accessibility for employees, customers, and visitors, no matter their mode of transport:

- 2nd-most heavily used Metro station in the region
- 3 Metro lines (Orange, Blue, Silver)
- 4 bridges to D.C.
- 5 major highways
- 7 miles of existing and planned pathways for cyclists and pedestrians to access Rosslyn

Employees can commute from all over the region due to Rosslyn's excellent transportation system. Those who choose to live near the office have many housing options, whether it's a high-rise condo, neighborhood townhome, or single-family residence in a multitude of urban and suburban communities.

### Community

Rosslyn is home to over 1,000 businesses, 20,000 workers, and 200 retail and restaurant establishments. The people that live and work in Rosslyn are multicultural, multilingual, and highly educated (81% hold a bachelor's degree), and run some of the region's and world's most successful corporations and nonprofits.

The Rosslyn Business Improvement District (RBID) is integral to building community in the neighborhood. Responsibilities of the RBID include acting as a resource for Rosslyn employees, residents, and tourists, and keeping Rosslyn looking its best with clean streets and sidewalks and planting new trees and flowers seasonally. Additionally, the RBID organizes over 160 programmed events every year, ranging from free workouts in the park and movie nights on the lawn to farmers markets, beer gardens, and musical performances.



## Living and Working Around Rosslyn

### Simple Commute = Happy Employees

No matter where your employees choose to live, Rosslyn is an ideal location for commuting from the District, Virginia, or Maryland via public transit, bike, foot, or car.

Once at the office, your employees can choose their own adventure for the day depending on time and mood:

#### Lunch

- 5-minute Metro ride to a power lunch in D.C.
- Jog through a National Park
- Bootcamp or yoga in the park
- Quick shopping trip to Georgetown
- Hit a food truck with colleagues and catch up in Dark Star Park

#### After Work

- Happy hours galore, from terrace views to beer gardens
- Volleyball on the National Mall or a sunset canoe trip on the Potomac River
- Hear Janet Yellen speak at the Brookings Institution
- Movie night or musical performance in Gateway Park
- Executive MBA courses at UVA Darden School
- Link up with 25 miles of scenic bike trails accessible through Rosslyn
- Catch a Capitals or Wizards game at the Capital One Arena

#### Weekend Activities

- Kennedy Center performances
- Rosslyn Jazz Festival
- Bike south to Mount Vernon or out west to wineries and breweries
- Paddle board or kayak on the Potomac
- Ball game at Nationals Park
- Amtrak to Baltimore, NYC, and beyond
- Marine Corps Marathon
- National Mall museums and memorials
- Visit local parks, playgrounds, and dog parks
- Water taxi to Georgetown, Old Town Alexandria, or National Harbor



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# ALEXANDRIA TAB

# BACK OF ALEXANDRIA TAB

## Alexandria Unrivaled

Welcome to Alexandria, a blank canvas at one of the last remaining infill development areas inside the Capital Beltway

### Unparalleled Location

Alexandria is at the heart of the Washington, D.C. metro region, with unmatched opportunity to build Amazon's ideal campus within the urban core. From every building on the Alexandria site, Amazonians will be able to take in views of Washington, D.C. and the Potomac River. The prominent campus will be visible for miles from the ground and sky. From here, a trip to the airport takes just 10 minutes, and a meeting or concert in downtown D.C. is only 20 minutes away.

### Single, Coordinated Development District

The site is located within the Eisenhower Development District: a mixed-use development zone and the future of Alexandria. It has been planned to incorporate all different types of uses, pedestrian friendly environments, open space, retail experiences, and world-class transportation. The Development District also allows for density and uses to be moved within the zone, thus allowing for the customization of a campus. Without building height restrictions, the sky is the limit to create a unique, dynamic, and iconic headquarters.

### Thriving Community

In Alexandria, Amazon will become part of a vibrant and historic community. Old Town is famous for its boutique shopping and dining experiences and active waterfront, all a short walk or bike ride from the site. Alexandrians enjoy an exceptional quality of life with abundant parks, open space, and recreational activities available for all residents. Across the city, Alexandrians take pride in our community's diversity and growth, and are actively investing in the future to support education, transportation, and housing.

### Existing Infrastructure

As part of an existing neighborhood, the infrastructure to support a world-class headquarters is already in place. Employees can arrive directly to their office via the existing Metrorail station on site, from the adjacent I-495 expressway, or by biking on one of the many bike lanes and trails in the neighborhood. On and around the site, housing options to meet all employees' needs are available, including luxury apartments for the young professional, townhomes for growing families, and large single-family homes.

# Trusted Partnerships

The lead development partner on the Alexandria site is Perseus - TDC, a full-service development company established through a merger of D.C.-based Perseus Realty, LLC and Transwestern Development Co. (TDC®). The venture takes advantage of the market knowledge and execution capabilities of the existing Perseus team, combined with the national reach and capital markets expertise of TDC. Perseus - TDC provides principal and fee development services with a focus on urban residential, office, and mixed-use projects in Washington, D.C. and the core suburban markets of Virginia and Maryland. The overarching goal of the organization is to be a D.C.-focused development company with a focus on urban development, sustainability, and community building.

The City of Alexandria will also be your partner, coordinating and implementing HQ2's development alongside real estate partners. We have a strong track record of executing large projects with a focus on authenticity, sustainability, affordability, and sense of place - priorities we are proud to share with Amazon. As a city made up of nationally-recognized great neighborhoods, Amazon can count on our continued investment in transit, parks, open space, dedicated affordable housing, and environmental sustainability around this site. As part of the HQ2 build-out, we will invest in Metrorail enhancements, bus rapid transit, utilization of our water and power assets as part of an energy district, and more.

## Development Team

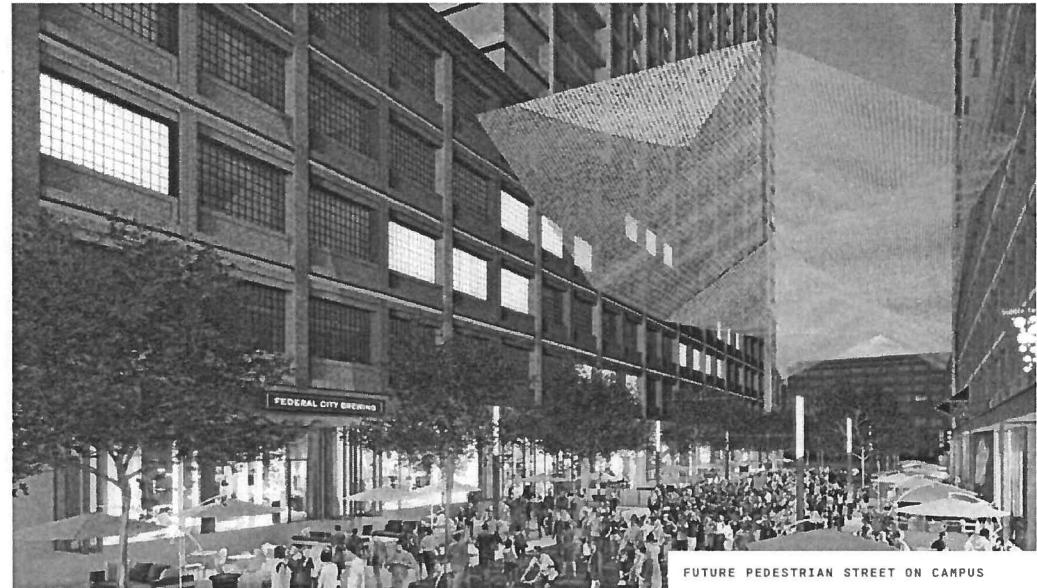


**Adam M. Peters**

Perseus - TDC Commercial  
Executive Vice President, Development and Construction

Adam M. Peters is the Executive Vice President of Development and is responsible for all aspects of Perseus - TDC commercial and residential real estate development projects and its team leadership. He leads the design, entitlement, and master planning and construction activities for the Perseus – TDC portfolio. Prior to joining Perseus, Mr. Peters was a Vice President of Development for Vornado / Charles E. Smith and The JBG Companies where he managed the successful entitlement and construction of 800 and 900 North Glebe, and the entitlement of Rosslyn Plaza, a 2.5 million square foot, mixed-use project in Arlington, Virginia.

Mr. Peters holds a MBA from the Kenan-Flagler Business School at the University of North Carolina and a BS in Engineering from Cornell University.



FUTURE PEDESTRIAN STREET ON CAMPUS

## In the Neighborhood

### Living

- 138,000+ existing housing units within 5 miles of the site in Alexandria, Arlington, Fairfax County, and Prince George's County, Maryland
- Options for every lifestyle, interest, and affordability level are available within five miles of the site. Homes include modern apartments, townhomes on tree-lined streets, and large single-family houses in established neighborhoods
- 2,400 existing housing units within walking distance of the site
- Neighborhoods surrounding the site are highly walkable and feature amenities including restaurants, coffee shops, a movie theater, and a Whole Foods.

### What's in store

Significant new mixed-used development is underway in the neighborhood around the site, to include:

- 80,000 square foot Wegman's grocery store
- 30,000 square foot fitness facility
- 1,860 residential units, including apartments and townhomes

### Getting Around

Access to the site is exceptionally convenient; multi-modal options include:

- Direct access to the Capital Beltway (I-495) adjacent to the site
- Metrorail Station (currently Eisenhower Avenue) on-site; three stops (ten minutes) to National Airport or seven stops (twenty minutes) to downtown D.C.
- Virginia Railway Express (VRE) Commuter Rail and Amtrak station a few blocks away
- Extensive bus service from the site with service across Alexandria and the region
- Bike lanes and trails connect the site to neighborhoods around Alexandria, and regional trails provide a convenient and safe bike network to Arlington, D.C., and points south
- The Water Taxi at the Alexandria Marina provides ferry service to Nationals Park, Georgetown, and The Wharf in D.C., along with National Harbor in Maryland



ANNUAL KING STREET ART FESTIVAL, OLD TOWN

## Walkable and Lively, with Exceptional Amenities

Old Town Alexandria is one of America's great historic downtown communities, and to this day offers locals and visitors an authentic experience complete with world-class restaurants and unique boutique shops. A few minutes by foot or bike from HQ2, the dining, drinking, and shopping options here are endless. At the heart of Old Town, King Street is a walkable mile of shops and restaurants, and frequently hosts events such as the King Street Art Festival and George Washington's Birthday Parade.

A few blocks further along King Street and you will find yourself at Alexandria's waterfront on the Potomac River. The active marina offers outdoor public space and dining options to enjoy the beautiful view, while runners and bikers exercise and commute alongside the river on the Mount Vernon Trail. Waterfront parks feature festivals, concerts, and courts for volleyball; several parks are dog-friendly with plenty of space to play outside with your four-legged friend.

Hundreds of retailers and restaurants, from locally-owned unique shops to national favorites, can be found in Old Town — 7 minute drive or bike ride from the site.



sweetgreen®

ANTHROPOLOGIE

The Dog Park



## A Welcoming and Authentic Community

**200+**

independent restaurants and boutiques in Old Town

**85+**

score on Human Rights Campaign 2017 Municipal Equality Index - All Star Designation

**2**

STEM-focused elementary schools

**4th**

safest large city in Virginia

**3rd best**

city for Millennials in the U.S. (niche.com)

**#1 best**

downtown in the U.S. (livability.com)



WHOLE FOODS

**EISENHOWER WEST**  
10 MIL SF OF FUTURE  
DEVELOPMENT

495

WEGMAN'S

AMC  
THEATER



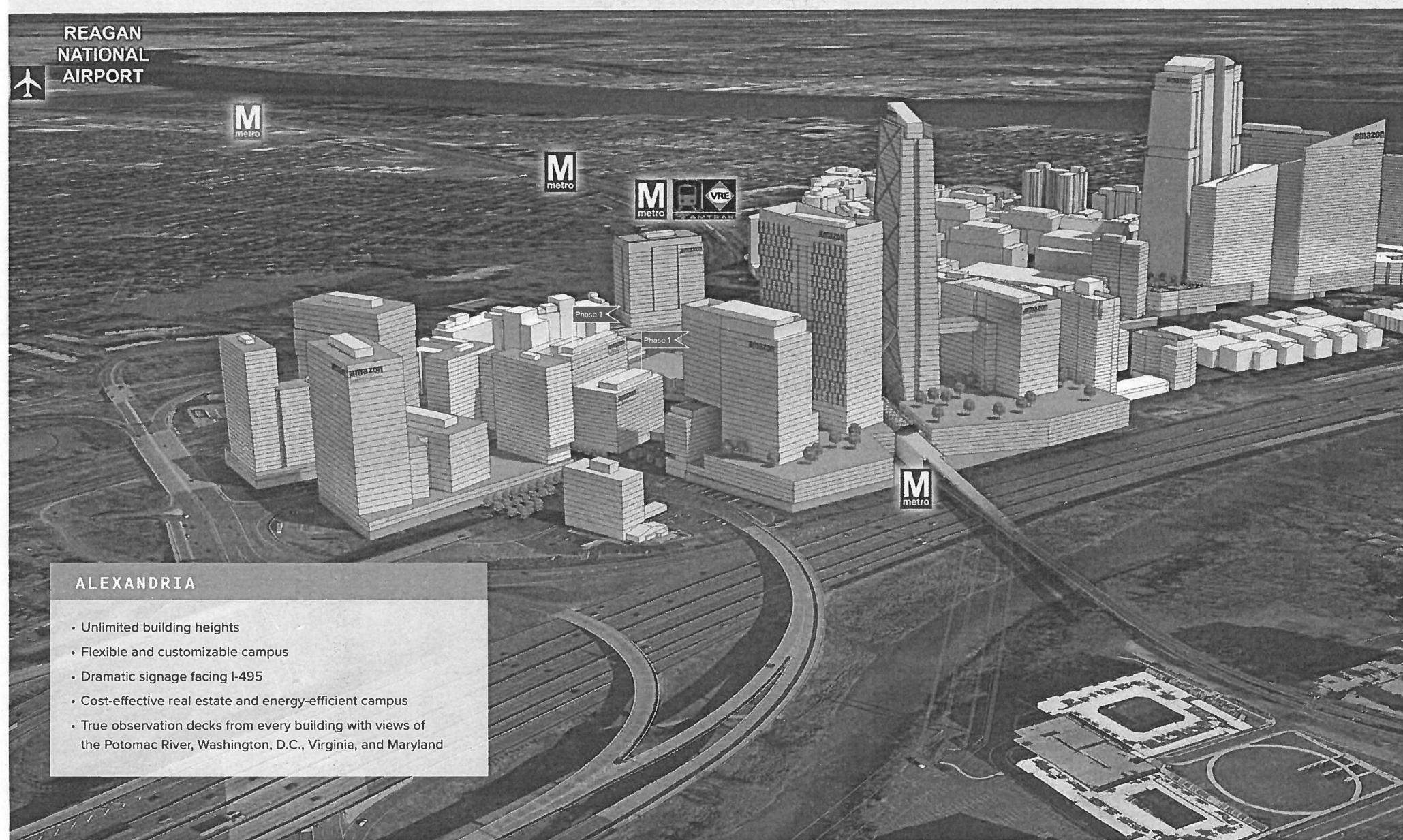
- Immediate Occupancy Buildings
- Growth Sites

**REAGAN  
NATIONAL  
AIRPORT**



**ALEXANDRIA**

- Unlimited building heights
- Flexible and customizable campus
- Dramatic signage facing I-495
- Cost-effective real estate and energy-efficient campus
- True observation decks from every building with views of the Potomac River, Washington, D.C., Virginia, and Maryland





200 STOVALL STREET, RENDERING

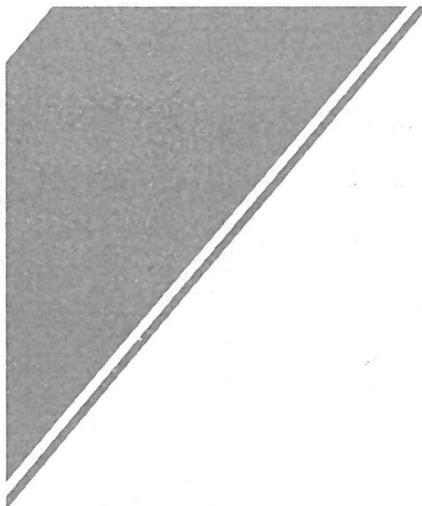
2019: 920,000 SQUARE FEET, EXISTING

#### 2461 Eisenhower Avenue: 345,000 square feet

This LEED Silver building is undergoing a renovation planned for completion in 2018. The building will include full amenities and state-of-the-art features with customizable floor designs. The property also includes a pad site for future additional retail or room for an additional 500,000 square feet of office.

#### 200 Stovall Street: 575,000 square feet, office + 27,000 square feet, retail

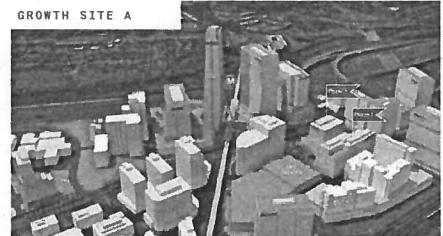
This building will be fully renovated by 2019. The renovation will include all new elevators, MEP system, façade, parking, and energy-efficient windows. It will also feature two rooftop patios totaling over 10,000 square feet and amenities such as a movie room and golf simulator.



## Future Phases

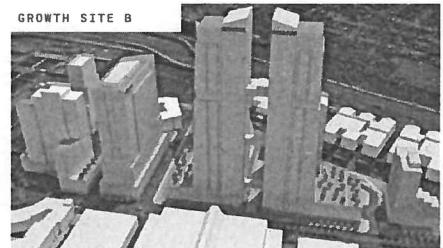
Multiple development sites around the Phase 1 buildings are available for build-to-suit opportunities to accommodate Amazon's growth. The tight clustering of the sites create the feeling of an urban campus that is no more than a five minute walk to the existing Metro station, and additional planned retail and hotel development will allow Amazon to influence the development of an entire neighborhood.

The opportunities in Alexandria are endless. Existing, Class-A office space meets Amazon's Phase 1 needs, while the surrounding neighborhood presents choices to develop at the pace and scale the company requires. With over 12 million square feet of development potential including office and supporting amenities, Alexandria is an unparalleled location to create a modern, sustainable urban center.



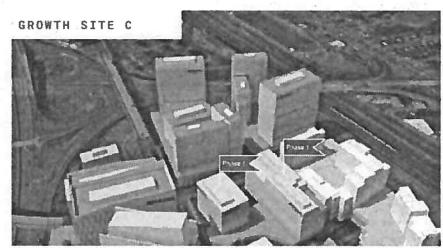
GROWTH SITE A

- 4 million square feet of office
- 500 key hotel
- 60,000 SF of retail
- Acres of green space
- Direct Metro access into the building



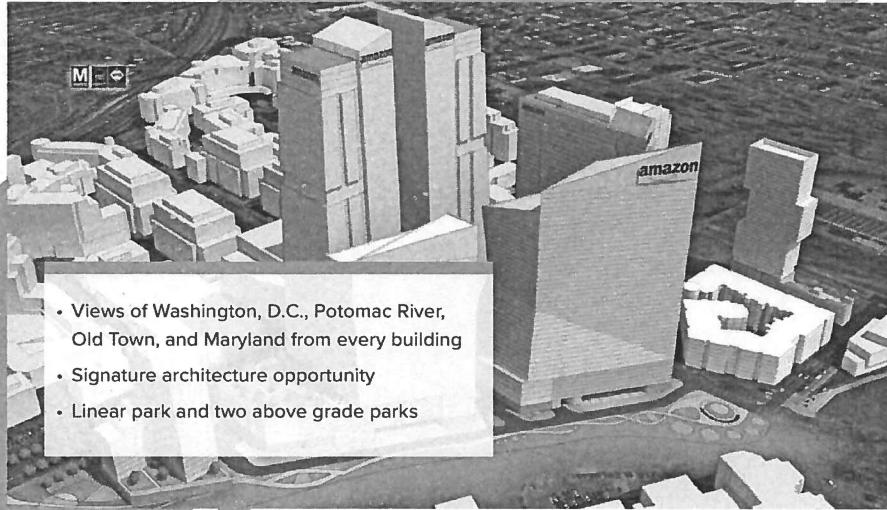
GROWTH SITE B

- 13 acres of flexible, mixed-use space
- 3.5 million square feet of office, 650 apartments, 100,000 square feet of retail, and a 350 key hotel
- Towers each 650 feet in height
- Multi-modal/pedestrian street for festivals and events



GROWTH SITE C

- 2 million square feet of office
- 1,300 apartments and 50,000 square feet of retail
- Significant signage possibilities



- Views of Washington, D.C., Potomac River, Old Town, and Maryland from every building
- Signature architecture opportunity
- Linear park and two above grade parks

Notes

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# INNOVATION STATION TAB

# BACK OF INNOVATION STATION TAB

## This Way to Innovation

An extraordinary place for an  
extraordinary company

Please excuse us for saying so, but we think Innovation Station is quite special. Ideally situated in the most important growth corridor of the Washington, D.C. region, our site is a vast expanse of distinctive, undulating topography — 338 acres with boundless potential for a company that specializes in changing the world. As you will see in the pages that follow, our vision for Innovation Station is as much about culture and preservation as it is about what can be built, and we've worked hard to envision something that the employees at HQ2 would truly embrace and respond to with their best work.

And, of course, this vision is set against the background of a region that's thrumming with technology talent and infrastructure, and which boasts some of the best schools in the U.S. — not to mention an exceptional wine country and sensational opportunities for lovers of the great outdoors.

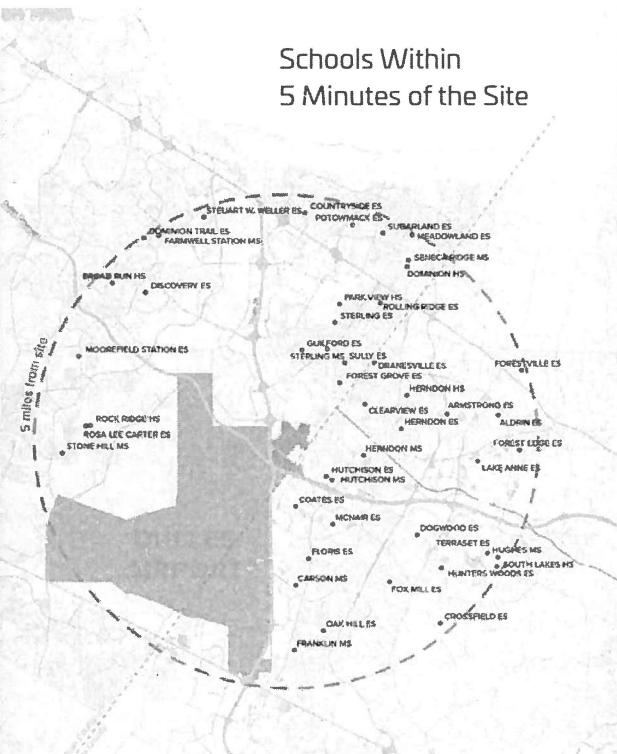
We are honored and excited that you have come to explore it.  
Thank you — and welcome!



## Education Spotlight

- Fairfax and Loudoun counties make STEM and STEAM-labs and maker spaces widely available to all students.
- Loudoun County boasts the only three computer science immersion elementary schools in the Commonwealth of Virginia.
- The combined population of Loudoun and Fairfax counties is exceedingly well educated: 60.7% of those 25 and older have at least a bachelor's degree; 28.8% have a graduate or professional degree.
- In 2017, the Fairfax County Board of Supervisors and the Fairfax County School Board passed a joint social and racial equity policy, One Fairfax. Its 17 areas of focus promote equity in education at all levels.
- On-site K-12 schools are eminently achievable on our site, and given the educational track records of both counties, they'll be world class.

## Schools Within 5 Minutes of the Site



## What's Special About Our Location

Washington, D.C. meets Northern Virginia wine country in a region ablaze with technology talent and infrastructure

Innovation Station straddles — and unifies — Loudoun and Fairfax, two counties that together function as the economic growth engine not just of Northern Virginia, but of the entire Commonwealth.

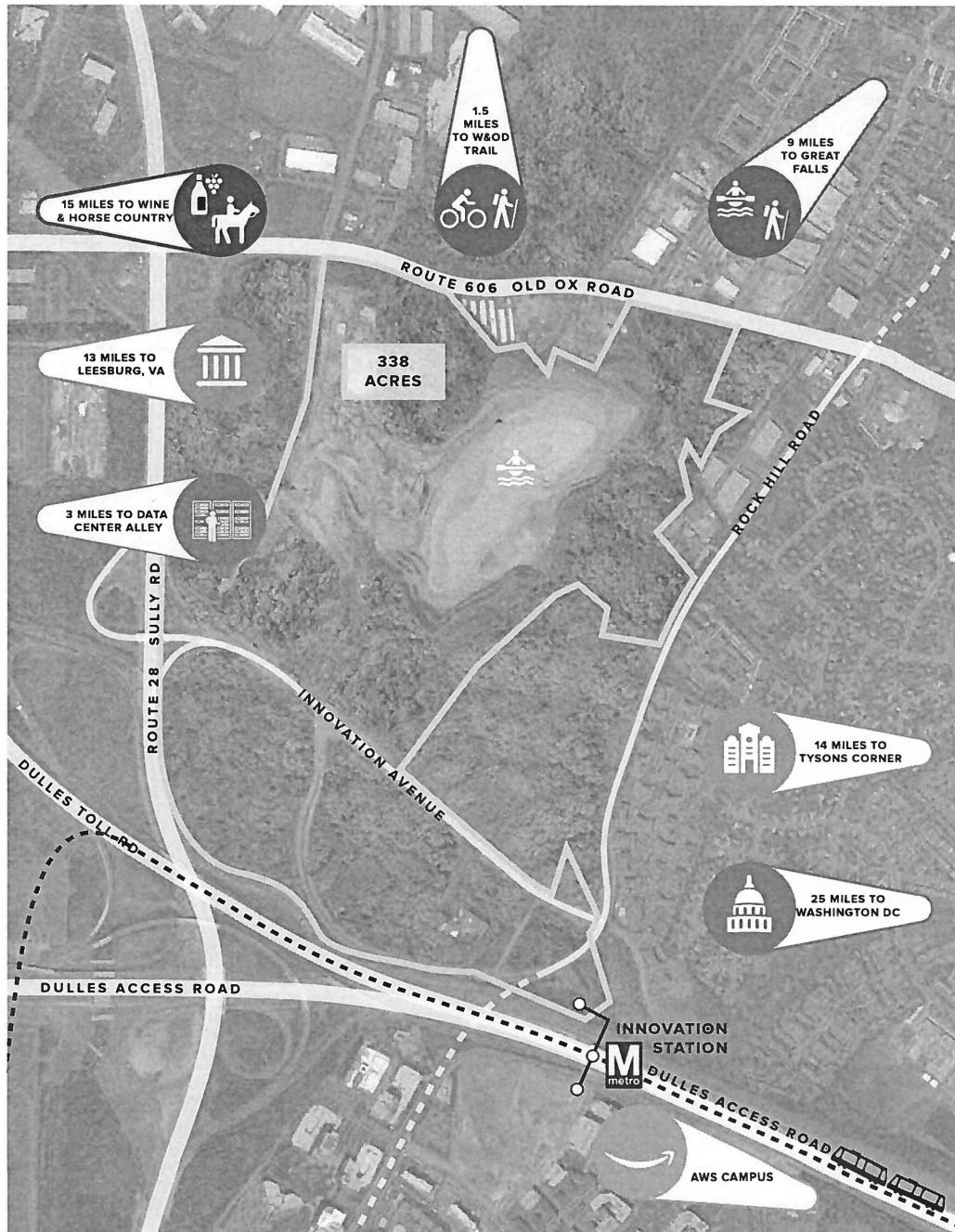
Fly into Dulles International Airport, and you're just one exit away from our site — whose iconic CIT building you probably saw from your window seat as you landed. AWS' new east coast campus is just down the Dulles Toll Road, as are nine Fortune 500 company headquarters. Plus, 70% of the world's internet traffic passes through this region and its incomparable fiber network.

Arriving by public transit from D.C. or Dulles? The brand-new Silver Line Metro station that gives Innovation Station its name will drop you at our doorstep. (Completion is expected in 2020.) D.C. is a convenient Metro ride away. Outstanding school systems — both counties' are among the best in the country — make the region a highly desirable place for families; Fairfax and Loudoun are on the forefront of K-12 STEM education leadership, as one would expect in a region with the nation's densest

concentration of tech talent. This region is also among the nation's most diverse. Thirty percent of the population is foreign-born, international restaurants abound, and more than 180 languages are spoken in the homes of students in the Fairfax-Loudoun community.

But it's not all planes, trains, and data centers. From the nearby foothills of the Blue Ridge Mountains to the spectacular rapids of Great Falls Park to the famed Washington & Old Dominion Trail, the region's natural splendor thrills hikers, bikers, paddlers, and outdoor enthusiasts.

Just to the west lies Loudoun's blossoming wine country — a gorgeous landscape of rolling hills, undulating vineyards and picturesque horse farms, punctuated by colonial villages, historic inns and Civil War sites. Loudoun's wineries command critical respect, while its distilleries and breweries rank among Virginia's best. With one of the finest craft beverage communities in America — and so much natural beauty to boot — Western Loudoun feels much like Sonoma in its early days.



## What's Special About Our Site

### It's enormous

338 contiguous greenfield acres easily accommodate the project's requirement of 8 million square feet of office space — along with thousands of apartments, 10 miles of walking and biking trails, three hotels, multiple retail and entertainment districts, numerous parks for people and dogs, two live performance venues, an international food emporium, a high-capacity hydroponic farm, and a great lawn for open-air markets.

### It's green and beautiful

A vast expanse of undulating topography includes virgin forest, a lush natural swale, dramatic boulder outcroppings and a serene stream valley — and we plan to leave plenty of it wild. The 55-acre quarry, which is ready for conversion into a 280-foot deep quarry lake and 10-acre park, offers recreation and the potential for sublime escape.

### It's exceptionally flexible

There's very little that can't be done on our site. Would you like a dense urban campus directly connected to Metro? Offices overlooking a beautiful quarry lake? Customized on-site housing for one-third of your workforce? The ability to run an awesome 10K without leaving the property? It's all possible here.

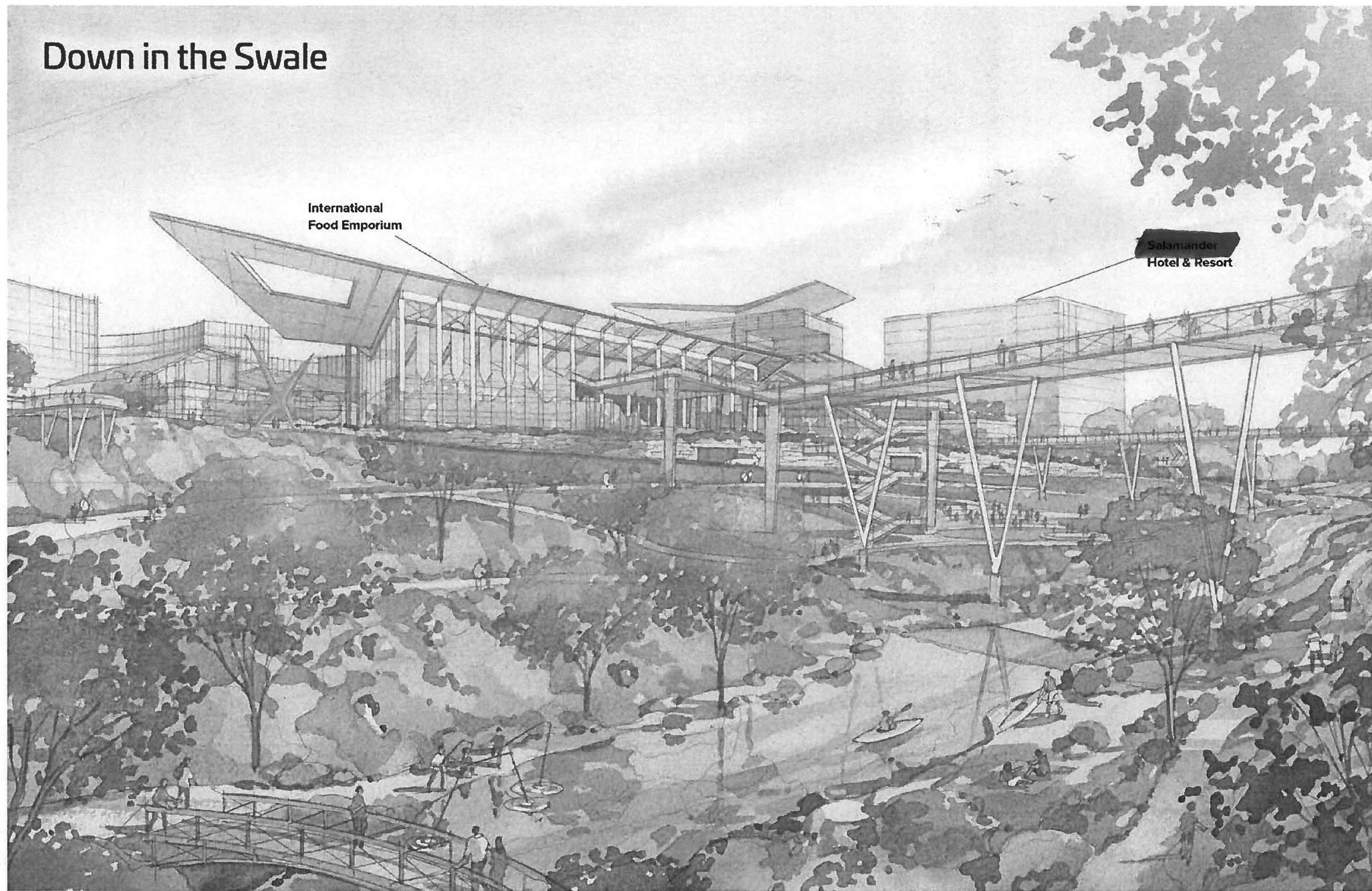
### It's got great curb appeal

That striking angular tower you see from every direction and as you take off from Dulles — the one that has inspired striking angular towers up and down the toll road — that's the CIT building, at the gateway to our site.

### It'll be ready to occupy sooner than you'd expect

We're lined up to deliver the 500,000 square feet required for the project's first phase within 18 months of your selection of Innovation Station. Plus, the CIT building will be ready to go.

## Down in the Swale





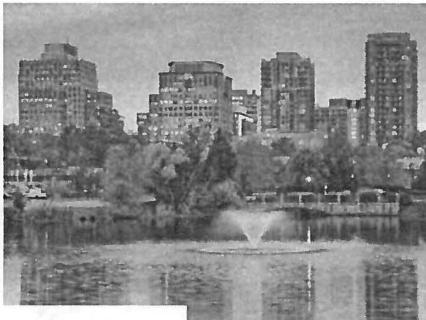
CATOCTIN CREEK DISTILLERY



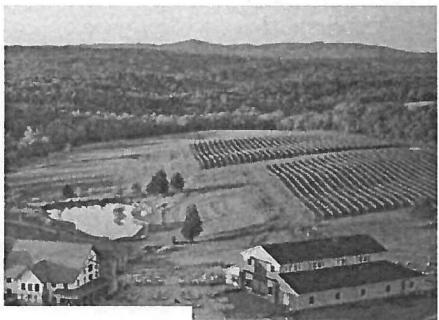
BIKING IN FOUNTAINHEAD REGIONAL PARK



DULLES INTERNATIONAL AIRPORT



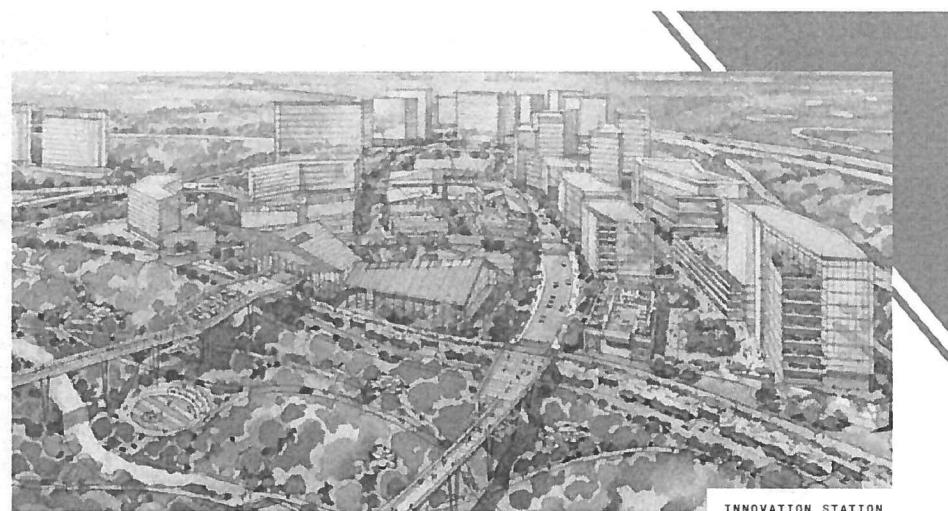
RESTON TOWN CENTER



STONE TOWER WINERY



KAYAKERS IN GREAT FALLS PARK



INNOVATION STATION

## What's Special About Our Vision

### Modern Urbanism Embedded in a Dramatic Natural Expanse

There's a natural wildness about our 338 acres that takes you somewhere else — and we would never propose to "develop" that away. Instead, we plan to energize our extraordinary landscape with blocks of vibrant streetscape and a healthy dose of local culture. Our goal is simply to bring the best of city and country together.

Innovation Station's vital street culture and cosmopolitan sensibility will rival the most engaging neighborhoods in nearby Washington, D.C. Think original owner-operated restaurants from the region's best chefs, leading-edge retail brands, indoor and outdoor live music venues, artisan coffee shops, colorful street vendors, interesting boutiques, next generation co-working spaces, and thriving open-air markets.

Now imagine these offerings infused with the culture of the nearby wine country. Local wineries, distilleries, and breweries will operate rustic tasting rooms that open onto expansive lawns where patrons soak in good weather and Virginia wine while dogs and kids run freely.

Local farmstead cheese makers will keep shop with expert butchers of Virginia grass-fed beef, while the Loudoun goat's milk yogurt stand vies for popularity with the vendor selling hot dogs made from local pasture pork. Sourcing-minded chefs will pick fresh herbs from the on-site hydroponic farm, then take their regular delivery of local organic vegetables at the on-site farmer's market. And imagine all around an air of cultural vitality and wellness.

How about a restorative walk after all that good food, wine and cultural air? You'll have more than 10 miles of paths and trails to choose from — some running through the kinetic retail village, some along the magnificent quarry lake, others down through the serene stream valley, and along the big boulder ridge. Should your energy flag on your walk home to one of thousands of on-site residences, you can easily grab a lift on one of many electric shuttles buzzing continuously around Innovation Station.

On-site farming and electric shuttles running through a walker's paradise reveal just a part of the vision for holistic sustainability at Innovation Station. Did we mention that the 280-foot deep quarry lake will be an integral part of the district cooling system, supplying much of its non-potable water needs? Or that the extensive expanse of preserved forest canopy will reduce the heat-island effect generated by millions of feet of development (and thus enable more energy-efficient infrastructure)? Did you know that the unique natural features of Innovation Station, combined with state and county financial support for sustainable initiatives, could allow feasibly for a carbon-neutral campus, the first of its scale in the country?

All this is to say that Innovation Station will be the rarest of large, master-planned developments — one that is built for the future with respect for nature and with a deep and authentic cultural vision.

# A Vision for Holistic Sustainability

## Design for Resiliency

Blue is the new green—existing and constructed wetlands supporting a storm-protection system and overall water-sensitive urban design.

Swale Park  
with nature paths

High-Capacity  
Hydroponic Farm  
supplying local businesses,  
restaurants and users

Urban Farm

Quarry irrigating the  
urban farm and site-wide  
landscape installations

Preserved and  
Promoted Tree  
Canopy minimizing  
heat island effect

Urban Forest enabling  
carbon sequestration

Tree Canopy providing  
shade, thermal comfort,  
and promoting public  
health

## Sustainable Utility Infrastructure

The Heat Pump Technology  
using the quarry's scale and depth to create  
an energy-efficient heat sink and heat source

Deep Water Quarry  
meeting a high proportion of the buildings'  
non-potable water needs

## Form an Innovative Build-Own-Operate Model

Commercial Buildings  
targeting the highest level  
of LEED certification

Energy-Efficient Infrastructure  
delivering operational value

Smart Metering and  
real-time Indoor Environmental  
Quality monitoring of buildings

## Sustainability Goals

A Carbon-Neutral Campus

An Eco-District Sustainable Site

## Building Design

WELL-Ready Buildings enhancing indoor  
environmental quality

Building Design optimizing daylight, temperature  
and landscape views from interior offices

Passive Solar Shading and ventilation strategies  
providing comfort and energy-efficiency

## Street and Public Space Design

Built Environment optimizing user experience  
through an analysis of wind, thermal zones, daylight  
and shadow patterns and acoustic performance

Integrated Public Domain Services enhancing physical  
and digital interactions with built environment:

- Architectural lighting
- Security & CCTV
- WiFi
- Smart wayfinding
- Smart parking applications
- Bikeshare system

# What's Special About Our Team

Innovation Station's Development Team is uniquely equipped to deliver a project of this magnitude as envisioned, on-time and on-budget.

**HINES** is the co-developer of Innovation Station, along with Open-Rebees. Founded in 1957 and widely regarded as one of the finest office and mixed-use developers in the world, Hines has a presence in 21 countries and a sterling track record of developing landmark projects on-time, on-budget, and to the highest standard of quality. Hines currently manages \$100 billion of real estate assets, including millions of square feet of Amazon facilities and One Franklin Square, home of the Washington Post.

**OPEN-REBEES** is a joint venture between Dallas-based companies Open Realty Advisors and Rebees. The company was formed in 2017 to develop Innovation Station and other real estate projects with ambitious experiential and culture-building goals. Open Realty and Rebees bring together decades of experience in retail real estate, restaurant, and hotel development to form a tradecraft centered on envisioning, designing, branding, programming, leasing, and marketing.

**OPEN REALTY ADVISORS** is a multi-faceted, Dallas-based real estate and investment firm with uniquely holistic expertise in retail and mixed-use development. Founded by Mark Masinter in 1987, Open engages in the development of dynamic, retail-centric real estate projects and guides the real estate and growth strategy for numerous highly-respected retail and restaurant brands. Active Open development projects include Innovation Station in Northern Virginia; Legacy West in Plano, Texas; Music Lane in Austin, Texas and a portfolio of properties on North Henderson Avenue in Dallas. Current clients of Open's advisory platform include Apple, Restoration Hardware, J. Crew, Madewell, Warby Parker, Everlane, Cinepolis Cinemas, Outdoor Voices, Devallet, The Food Hall Company, Philz Coffee and Front Burner Restaurant Group.

**REBEES** is a Dallas-based real estate development and advisory firm that engages in *experiential place creation* — the development of visionary hospitality, food & beverage, and retail projects that conjure a special reality of their own. Founded by Tristan Simon in 2014, Rebees possesses wide-ranging experience in bricks-and-mortar concept creation, and particularly excels at developing food & beverage programming for real estate projects with clear strategic and cultural objectives. Rebees is a partner in several active mixed-use developments, including Innovation Station in Northern Virginia, Victory Park in Dallas, Texas, and The Summit at Fritz Farm in Lexington, Kentucky.

**GENSLER**, the master plan architect for Innovation Station, is the leading global architecture firm for pioneering mixed-use developments. With the design industry's deepest bench of expertise, Gensler's one-firm ethos saves time, cuts costs, and delivers innovation.

**NELSON BYRD WOLTZ**, the internationally acclaimed landscape architecture firm, brings to Innovation Station both design excellence and a profound understanding of Northern Virginia's regional ecology. Notable projects include the Flight 93 Memorial in Shanksville, Pennsylvania; Memorial Park in Houston; and New York City's groundbreaking Hudson Yards development.

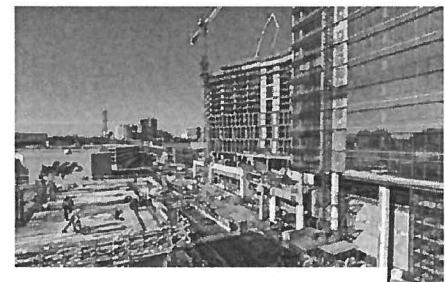
**WSP** is a multi-disciplinary engineering firm with deep experience in creating sustainable solutions.

## A Historic Partnership

Loudoun and Fairfax Counties have formed a unique and historic partnership with the Commonwealth of Virginia to present a transformational opportunity at Innovation Station.

A dedicated Business Assistance Team has been formed, including representatives from both counties, economic development professionals, and the development partners to create a unique and collaborative approach to this project. We commit to this project a streamlined and cohesive development process to include consistent team members and dedicated schedules to which all parties can agree. Loudoun and Fairfax Counties have a proven track record of fast, efficient commercial development delivery, having brought almost five million square feet of office, flex and industrial space online in the 18 months between July 2016 and December 2017, along with more than 8,800 residential units.

The Business Assistance Team will work to ensure that the site planning process — including approval of any zoning change requests — enables the project's first phase to be delivered within 18 months of the selection of Innovation Station, and the team will remain in place to facilitate the expansion of HQ2 over time. We are all united behind one goal: to provide an extraordinary site, a highly efficient development process, and a robust set of development capabilities.



TYSONS TOWER UNDER CONSTRUCTION BY HINES

**FAIRFAX COUNTY**  
ECONOMIC DEVELOPMENT AUTHORITY



**LOUDOUN**  
**VIRGINIA**  
ECONOMIC DEVELOPMENT



## About Site Visit Host Mark Masinter

Mark Masinter is the Co-Founder and Managing Partner of Open-Rebees, a joint venture between Dallas-based firms Open Realty Advisors and Rebees. Open-Rebees is the co-developer of Innovation Station, along with the Washington, D.C. office of Hines. Mark founded Open Realty Advisors in 1987, and is immersed in all dimensions of the retail real estate business. He leads Open Realty's investment endeavors, development activities and new business generation, and led Open's growth into a preeminent retail real estate development, advisory, and investment firm.

### Contact

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**nova**

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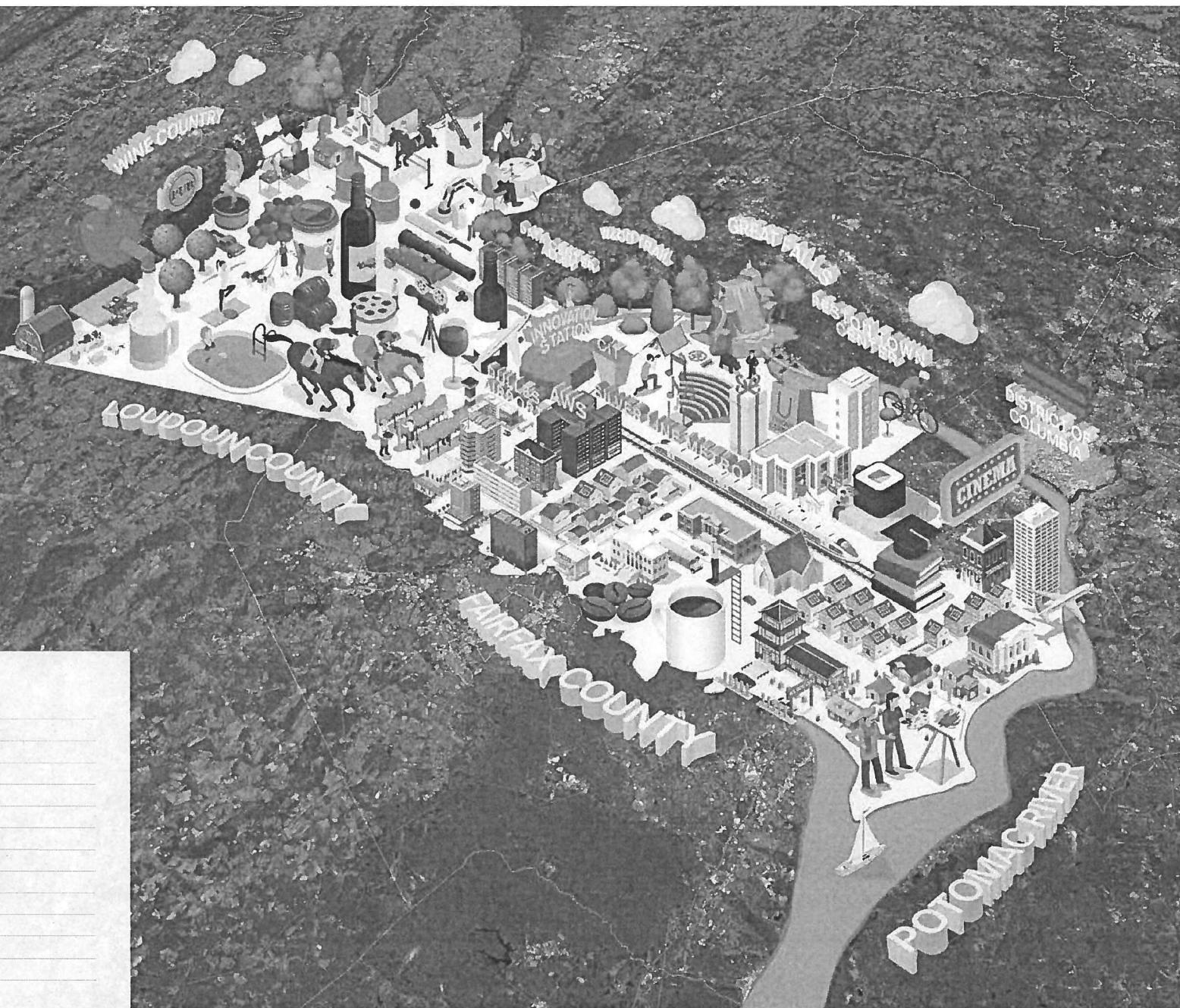
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## Notes